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PRIVATE INDUSTRY COUNCIL

AGENDAS AND MINUTES

2000

Documents have been very irregularly received from the Private Industry Council. Efforts to obtain the missing documents have been unsuccessful. This volume contains those that are available.

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PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.
MEMORANDUM

TO: ALL COUNCIL MEMBERS
Greg Marutani
FROM: GREG MARUTANI, COUNCIL SECRETARY
SUBJECT: 2000 SCHEDULE OF MEETINGS OF THE PRIVATE INDUSTRY COUNCIL

DATE: DECEMBER 15, 1999

The dates for the 2000 meetings of the Private Industry Council have been confirmed and are shown below. They will be held in the auditorium at the PG & E Energy Center located at 851 Howard Street. The meetings are scheduled to begin at 3:00 p.m. and end by 4:30 p.m. Please mark your calendars.

Tuesday.....January 11, 2000
Tuesday..... March 14, 2000
Tuesday.....April 11, 2000
Tuesday..... May 9, 2000
Tuesday..... July 11, 2000
Tuesday..... September 12, 2000
Tuesday.....November 14, 2000

Our thanks to the staff at the PG & E Energy Center for their continued support in allowing the PIC to hold its meetings at their facility.

cc: PIC Staff
PIC Subcontractors

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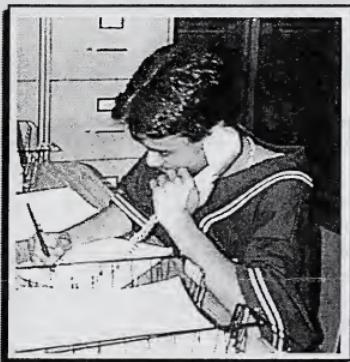
Samer Khan, Engineer and Entrepreneur: Promising Pathways

Samer Khan, a twelfth grade student from Mark Twain High School, is an intern at the SFUSD School-To-Career office. Samer shadowed his supervisor, Mrs. Betty Baham, Coordinator of STEP, for one week. Thereafter, he assumed his duties as a clerical support employee. Mrs. Baham said: "Samer has been punctual, dependable, efficient and he has great interpersonal skills."

Upon the completion of high school, Samer wants to attend college, become an electrical engineer and an entrepreneur. When asked why he opted to pursue an internship as a clerical support employee, Samer stated:

"I need to know that my

administrative assistant knows what I expect of him or her. I need to prepare myself before hiring an employee who must be computer literate, who knows how to fax, file, answer the telephone professionally and who knows that a person with proficient skills complements a successful business." ♦



STEP STC Student Intern, Samer Khan

Ida B. Wells Scores Big as STEP STC Satellite School

Ida B. Wells High School became the satellite school of the STEP School-To-Career Program this past summer, 1999. The base school - STEP STC was held at Downtown High School. Students who wished to pursue a career in the medical field (Occupational Therapy Training - OTT) attended Ida B.

Wells. Mrs. Ann Austin, Principal of Ida B. Wells, and the OTT teacher, Mrs. Colleen Brennan Devine, were the designers of the program.

Students of the base school and the satellite school received 116 hours of academic training which included Life Skills Opportunities, Computer Assisted Instruction, Reading and Math. Students received variable credits for completing their programs.

All students attended their classes for 4 hours per day for 6 weeks. During the afternoon, students attended their internships for 3 hours per day for 7.8 weeks (117 hours). The students chose internships based on their career pathways.

They were paid \$5.75 per hour for academic training, and \$5.75 per hour for internship experience. The students were elated because they were able to receive real world experiences coupled with monetary rewards. ♦

SAN FRANCISCO UNIFIED SCHOOL DISTRICT

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Mr. Larry Del Carlo, *Director, Business and Community Development*
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Ms. Betty J. Baham, *Teacher on Special Assignment*

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San Francisco, CA 94102
Telephone: 415 554-6141

Willie L. Brown, Jr., *Mayor of San Francisco*



Christine Nubla “Opens the House”

Ms. Christina Nubla, Traffic Reporter-KRON at Bay TV News, Channel 4, gave an inspirational message to the STEP STC students on Open House Day, Friday, July 16, 1999. The theme of the presentation was "Approaching the Millennium with Academic Stamina and Fortitude."

The focus of the inspirational message was "Victory Awaits You." Students were

told that persistence, diligence and positive attitudes will yield victory. The students were also told that being academically stabilized is a reward within itself. Ms. Nubla urged the students to put the academics first and thereafter, their goals would be accomplished.

Some of the guests attending the celebration were: Ms. Linda Davis, Interim Superintendent; Ms. Brenda Brown, Vice-President of Operations of the Private Industry Council of San Francisco, Inc. and Ms. Kathy Taylor, Certifier; Mrs. Betty Baham, SYETP Coordinator and staff; Mrs. Colleen Brennan Devine, Teacher - Ida B. Wells Satellite School; Ms. Larita Hall, Youth Guidance Center representative; Mrs. Liz Jackson-Simpson, Director, Jobs for Youth; Ms. Lisa Aguilar, Director, Family Developmental Center; Mr. Bob Anyon, Executive Director, SF School-To-Career Partnership and Ms. Kelly Karandjeff, Educational Liaison.

STEP STC Collaborating Partners Are Appreciated

Special thanks are extended to the collaborating partners of STEP STC Programs. These partners are significant entities to the success of the internships where STEP STC students are placed. The collaborating partners are:

- ◆ Bridges
- ◆ Western Addition Beacon Center (Morrisania West, Inc.)
- ◆ SFUSD School-To-Career Office (43rd Avenue)
- ◆ SF School-To-Career Partnership (43rd Avenue)
- ◆ Pupil Services
- ◆ Downtown High School
- ◆ Family Developmental Center
- ◆ Providence Baptist Church
- ◆ Hands From Heaven-Multimedia Entertainment
- ◆ Department of Public Works-Bureau of Architecture
- ◆ Op Net (Students are trained for the Multimedia Industry)



Honor Roll

**Super Congrats to STEP STC Honor Roll Students of
Downtown, Ida B. Wells and Mark Twain High Schools!**

Downtown High School

Cristina Altamirano
Giannina Barajas
Tameka Calloway
Bernardo Campos
Anita Chin
Michelle Cortez
Berta Diaz
Tiffany Frazier
Rashalanda Gaines
Rukia Garrett
Rachel George
Neema Gipson
Antonia Gucho-Oliva
Angelina Gonzalez
Maria Jardeleza
Roberta Javier
Tiara Jones
Ryan Juan
Laguna Lee
Jose Maldonado
Latrice Mills
Daniel Molina
Marcus Peppars
Kristian Perez
Zohbi Ridouan
Ro Romano
Benjamin Rubin
Amando Shepard
Nouth Sivongxay
Shieila Smith
Altnoy Southavilay
Ramone Thornton
Angela Washington
Courtney Wickware
Asonti White
Brandy Williams
Deandrea Williams
Fernando Zuniga

Derrick Klise
Kristina Lau
Lorus Lee
Joseph Manio
Manifa Minas
Trien Ngo
Benjamin Nyquist
Nadya Ortiz
Joemari Piansay
Lisardo Planells
Sophia Santiago
Philip Sirpraseuth
Anthony Song
Salmann Tahir
Kuan Tsang
Jason Uson
Jonathan Wong-Dere
Hilwin Wong
Lawrence Yeung
Chloe Young

Angelo Phillips
Jessenia Ramirez
Jeffrey Real
Heshima Rico
Vanessa Rodriguez
Christopher Sagon
Ming Suu
Skyler Stewart
George Tang
Jerrod Taylor
Sanith Tep
Tanietha Tims
Johnny Tien
Benny Tsui
Brandy Waters
Derek Wong
Sandy Wong

Ida B. Wells High School

Rocio Aparicio
Matthew Ayatch
Matthew Barnes
LaFa Bell
George Birdsong
Delvin Block
Astrid Cael
Rocio Castaneda
Egipcia Castillo
Brandon Cesair
Garry Chow
Cameron Diakoff
Broderick DeLeon
Danny Do
Cynthia Escobar
Chantelle Faison
Laura Flamenco
Kyle Fong
Denisse Franco
Nematu Fullah
Jennifer Guzman
Shinspei Hojo
Jennifer Jones
Himer Landaverde
Silalau Leatutufu
Carol Lee
Mariama Lindo
Michael Vay Kim Lu
Raymond Ma
Sean McAdams
Tomas Macario
George Maddox
Maria Martinez
Elder Natareno
Maribel Oliveras
Sergio Ortiz
Ronald Peraza

They're Doing It Again! Annual Christmas Basket Giveaway

STEP STC students have already begun collecting canned goods, hams, turkeys and all the trimmings that will accompany a Christmas dinner for a needy family. The students are hoping that a family will have a great dinner, lots of happiness and great prosperity. The basket will be distributed on December 16, 1999.

Many thanks to parents/guardians, SFUSD School-To-Career staff and, of course, all of the vendors who give so generously to the annual event. ♦

Here it Comes!!

The Millennium 2000

**Resolutions! Resolutions!
Resolutions!**

"I will spend more quality time with my children."

-Marie Mallari

"I resolve to stop smoking and become more independent."

-Tiffany Frazier (Downtown HS)

"I resolve to become a better Christian."

-Donna Coleman

"I will become more successful financially now that I am an intern in STEP STC."

-Mayah Brooks (Downtown HS)

"I will be more assertive in all aspects of my life."

-Stephanie Dominguez

"To be more patient."

-Gioconda Ruthardt

"I resolve to lose the ten pounds that I gained two years ago."

-Brenda Brown

"I want to rescue three homeless people by introducing them to a job-active program."

-Dezebee Miles

"I resolve to have a better year than 1999."

-Georgina Ortiz

"I will improve my grades, and return to a comprehensive high school by March, 2000."

-Nichelle Akins (Downtown HS)

"I firmly resolve to eat twice as much hot, spicy creole food that I can get my siblings to send me from New Orleans, Louisiana."

-Bea Hall

"I resolve to encourage the students to achieve success in all of their endeavors."

-Ann Austin, Principal, Ida B. Wells HS

QUOTES & QUIPS

POETIO *

CON
NER

"Explainin' Myself"

Mydra T. McGarr, Ida B. Wells High School
The ocean with the sun
explains where I like to go in my
spare time.

The happy/unhappy face
stands for the acting skills I have.

The house that's crossed out halfway
means that sometimes I like being at
home, sometimes.

\$\$\$\$THA MONEY\$\$\$
is self-explanatory!!!!

The woman with the black all around her
means I'm an outcast to all the people I know.

The radio
means I like music, and music is my life.

The letter
means that I like songs and poetry and
rapping is my life.

The hollering person
means that I always stick up for myself.

The flower
I'm so strong, I can't be broken down!!!!

"Every small positive change we can make in
ourselves repays us in confidence in the
future."

— Alice Walker

"Silence is also speech."

— Fulfulde proverb

"Love is mutually feeding each other, not
one living on another like a ghoul."

— Bessie Head

"Funny is an attitude."

— Flip Wilson

"You have to know that your real home is
within."

— Quincy Jones

"If you're going to play the game properly,
you'd better know every rule."

— Barbara Jordan

"We must use time creatively . . . and forever
realize that the time is always ripe to do
right."

— Martin Luther King, Jr.

"Self-help is the best help."

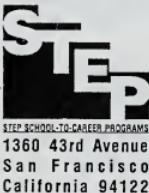
— Aesop, from *Hercules and the Waggoner*

"No matter what accomplishment you make,
somebody helps you."

— Althea Gibson

"Into each life some rain must fall, especially
if you left the car windows open."

— Doug Larson, United Feature Syndicate



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= PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.
DRAFT OF MINUTES
FOR A MEETING
OF THE PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO

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January 11, 2000

Members present: Chairman Craig K. Martin, Mr. Brent Andrew, Mr. John Cammidge, Ms. Linda Davis, Dr. Philip Day, Mr. Gary Fitschen, Mr. Frederick Jordan, Mr. Will Lightbourne, Vice Chairwoman Leslie Luttgens, Mr. Michael Mee, Mr. Maurice Lim Miller, Ms. Carol Piasente, Mr. Fairfax Randolph, Mr. Tom Ryan, Ms. Lucy Scarbrough and Mrs. Barbara Thompson

Staff present: Interim President Raymond Holland, Ms. Emma Alarcon, Ms. Brenda Brown, Ms. Elizabeth Caño, Ms. Bonnie Carroll, Ms. Stella Cervantes, Mr. Larry Chatmon, Mr. Tommy Daugherty, Ms. Cathy de Cristofaro, Mr. Wes Dixon, Ms. Karen Hart, Ms. Liz Jackson-Simpson, Ms. Daphne Kay, Ms. Kimberly Low, Mr. Greg Marutani, Mr. Glen Nethercut, Mr. Duran Rutledge, Ms. Roshawn Stanley, Mr. Adrian Trujillo, Ms. Evie Valle, Mr. Da'Mon Vann, Ms. Judith Villamor, Ms. Clara Wong and Ms. Julie Wu

Public present: Mr. Bob Anyon, Ms. Jennie Carpenter, Dr. Youn S. Chey, Mr. Butch Beasley Delarosa, Ms. Amanda Feinstein, Ms. Rebecca Friedberg, Mr. J. J. James, Mr. Henry Lau, Mr. Lau Leong, Ms. Natalie Lopes, Ms. Doris Ng, Ms. Tempi Priestly, Ms. Zelda Saeli, Ms. Lenee Selman, Ms. Geraldine Souzis and Ms. Elizabeth Toups

The meeting, which began with a quorum at 3:15 p.m.

Adoption of the agenda

A motion to adopt the agenda was made by Ms. Thompson, seconded by Dr. Day, and approved by the Council.

Public testimony on agenda items

There was no public testimony on agenda items.

Adoption of the minutes

A motion to adopt the minutes of the Council's September 14, 1999 meeting was made by Ms. Thompson, seconded by Mr. Andrew, and approved by the Council.

Chairman's report

Reading from a proclamation by Mayor Willie L. Brown, Jr., Mr. Martin recognized and honored Mr. Tommy Daugherty, PIC's Information and Referral Specialist, for his work over the past 22 years in the employment and training field. Mr. Daugherty thanked Mr. Martin and the Mayor for their recognition. He also thanked Mr. Holland for his support, Ms. Brown for offering him challenging work, and Mr. Nethercut for his advice over the years.

Committee reports

Strategic Transition Committee

The Co-Chairs of the Strategic Transition Committee were introduced: Mr. Lightbourne and Ms. Peters.

Mr. Lightbourne noted that a plan for the summer youth program under the Workforce Investment Act must be submitted to the state by March 1. However, the state Workforce Investment Board has yet to meet, and because of this, there has been no response from the state concerning the Mayor's request that San Francisco be designated a Workforce Investment Area and that the PIC of San Francisco be designated an "alternative entity" to a local Workforce Investment Board.

Because the PIC does not currently include five of the mandated WIB members, including representatives from a rehabilitation organization, veterans, farm workers and Native Americans, members of the Strategic Transition Committee unanimously voted at their January 6 meeting to establish a new WIB and drop the alternative entity strategy. If approved by the Council, this would force the phasing-out of the PIC's Board of Directors and its replacement by a new entity. In addition, the employees of the PIC, Inc., which serves the Council, would face some uncertainty as to the future of their jobs.

Dr. Day made a motion to approve the STC's recommendations, and forward them to the Mayor, who, under WIA, must make the final decision. The motion was seconded by Ms. Thompson.

Mrs. Lutgens asked what would happen to the PIC's existing contracts, obligations, responsibilities and liabilities, including subcontracts, leases, purchases, etc. Mr. Randolph asked whether a new WIB could legally assume the PIC's obligations, or if the PIC would have to be "wound down" until these expired. If PIC is dissolved, Mr. Holland said all contracts and obligations would have to be individually reviewed, renegotiated, transferred or closed out, with new ones entered into by the WIB. Mr. Randolph said he was concerned about the cost and staff time required to establish a WIB.

JTPA, which is being replaced by WIA, accounts for just 35% of PIC's funding, Mr. Holland noted, with the other 65% coming from other sources with other rules. What becomes of those programs if PIC is dissolved?

Mr. Holland said staff are ready to submit to the state the application for the alternative entity status, but that forming a WIB would begin from scratch. If PIC applies now as an alternative entity, he noted San Francisco would have the "virtual authority" to act locally under WIA. Once San Francisco is established by the state as a Workforce Investment Area, the PIC could "morph" into a WIB, he said.

So far, 13 states have gone through the transition to WIA, and all reported that organizational changes such as those now facing California and the PIC took much more time than expected, Mr. Holland said.

Mr. Lightbourne said he believe the Mayor had no opinion as to whether San Francisco set up a new WIB or retain the PIC, but that the Mayor was concerned that the mandatory partners, set forth under WIA, not be excluded from the process.

Reading from the federal Workforce Investment Act interim rules, Mr. Lightbourne suggested that PIC could not add members after December 31, 1999 without losing its alternative status. Mr. Holland noted that these were interim rules, that final rules were still being written, and that he and others he have talked to do not expect the final rules to forbid such additions. The law

speaks "only up to the point of certification," Mr. Holland added.

Mr. Martin noted that to dissolve the PIC now would leave San Francisco "with nothing." He suggested going forward with the alternative entity approach, then later establishing a WIB, either by altering the PIC or dissolving it.

Mr. Day suggested establishing a PIC now, with the Mayor's input, while PIC meanwhile continues to operate under its current contracts. At some point in the future, PIC's powers and contracts would be transferred to the WIB. PIC's, he added, are different than WIBs, and this sort of formal change would emphasize that difference.

Mr. Holland recommended submitting the alternative entity application "to cover ourselves," then work on developing a WIB by June 30, 2000. Mr. Lightbourne reiterated what Mr. Holland said: that the alternative entity strategy would serve as a "placeholder" for San Francisco with the functional authority for operations under WIA, and that San Francisco could continue to work on developing a local WIB. Mr. Lightbourne said PIC's WIA plan could explicitly state this intent. Mr. Andrew asked what "the harm" would be in such a "dual" strategy.

"I would consider that a friendly amendment," Dr. Day said, and withdrew his motion.

Mr. Cammidge presented a new motion: that the PIC adopt the recommendation of the Strategic Transition Committee to recommend that a new San Francisco Workforce Investment Board be established under the provisions of the federal Workforce Investment Act, but that a proviso be added requiring that during the transition period, until the new entity is formed and is functioning, that the PIC continues its current role and is designated as an "alternative entity" if this is legally required to allow it to continue providing training services to its customers in San Francisco. The motion was seconded by Dr. Day and unanimously approved by the Council.

Board of Directors report

Mrs. Luttgens reported that the Board of Directors met prior to the Council's meeting to hear a report from the Presidential Search Committee. At a future meeting, the Board will be reviewing salary ranges for PIC employees, she noted, something which hasn't been done in over four years.

Committee reports (cont.)

Recommendations for two One Stop subgrants

Referring to Mr. Holland's December 30 memorandum, Council members discussed a November 24 Request For Qualifications for consulting services to facilitate the transition to WIA. Two responses were received by the December 10 deadline, Mr. Holland said, with a subsequent recommendation to contract with the more expensive vendor, Moore Iacofano Goltsman, Inc.

A motion to approve the recommendation was made by Ms. Davis and seconded by Mr. Cammidge.

Mr. Holland said the vendor was chosen because of the firm's experience, but Mr. Martin said he was not comfortable going forward with this without prior state approval. Mr. Holland said the need for consulting services was no longer "pressing."

Ms. Davis withdrew her motion. A second motion not to vote on this matter was made by Mr. Fitschen, seconded by Ms. Davis, and approved by the Council.

A November 16 Request For Proposals to enhance the One Stop San Francisco Web site failed, Mr. Holland reported, and the state has been unwilling to provide an extension of funding so that it could be reissued.

Mr. Randolph made a motion to ask the state to reconsider the extension, and, if this fails, to appeal. The motion was seconded and unanimously approved.

Transitional Youth Council

Referring to his notes from the January 10 meeting of the Transitional Youth Council, Mr. Bob Anyon, TYC Co-Chair, with Ms. Lucy Scarbrough, spoke on the strategy and goals of the TYC to coordinate youth employment programs in San Francisco.

Mr. Holland noted that the Strategic Transition Committee and the Transitional Youth Council were separate but equal entities working on parallel paths to develop San Francisco's five-year Workforce Investment Plan.

The Council agreed to meet again in late February to hear vote on the recommendations of these two groups.

Public testimony on non-agenda items

There was not-public testimony on non-agenda items.

The meeting was adjourned at 4:45 p.m.



PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.

NOTICE OF A PUBLIC MEETING
OF THE PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO

DATE: Friday, February 25, 2000
TIME: 3:00 – 4:30 P.M.
LOCATION: PG&E Energy Center
851 Howard Street
(between Fourth & Fifth streets)

Proposed agenda appears on reverse side

Council members please RSVP to PIC's receptionist at 415-431-8700 by Wednesday, February 23

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Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force at 415-554-6083.

PROPOSED AGENDA

FEBRUARY 25, 2000

1. Public testimony on proposed agenda items
2. Adoption of an agenda *
3. Adoption of minutes from the Council's meeting of January 11, 2000 (previously mailed) *
4. Reports from the Chairman, Board of Directors, or both
5. Proposed Initial Strategic Five-Year Workforce Investment Plan for the City and County of San Francisco (refer to enclosed February 16th draft; additional materials may be provided subsequently)
 - a. Strategic Transition Committee recommendations
 - b. Transitional Youth Council recommendations
6. Staff Reports (to be provided subsequently)
7. Interim President's report (to be provided subsequently)
8. Public testimony on issues not on the agenda
9. Adjournment *

* May require Council action



PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.
MEMORANDUM

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TO: ALL MEMBERS OF THE COUNCIL
MAYOR WILLIE L. BROWN, JR.

DATE: FEBRUARY 16, 2000

FROM: RAYMOND R. HOLLAND ON BEHALF OF
• OF THE STRATEGIC TRANSITION COMMITTEE AND
• THE TRANSITIONAL YOUTH COUNCIL

SUBJECT: PENULTIMATE DRAFT OF SAN FRANCISCO'S INITIAL FIVE-YEAR WORKFORCE INVESTMENT PLAN --- FOR YOUR APPROVALS BY FEBRUARY 25TH

Attached is the penultimate draft of an initial strategic plan for implementing the federal Workforce Investment Act in the City and County of San Francisco beginning July 1st of this year (with implementation of the summer youth enhancement elements scheduled to begin as soon after the plan has been approved and the PY2000 allocations announced as is possible). This is a revised version of the initial draft of this plan which was published on January 25th for thirty days of public review and comment as a result of public hearings that were conducted on January 6th, 13th, and 21st by the Strategic Transition Committee and on January 7th, 14th, and 28th by the Transitional Youth Council.

On January 29th, the State published the initial draft of its related Five-Year Strategic Workforce Investment Plan for thirty days of public review and comment. During this period, the State Workforce Investment Board has also been conducting a series of public hearings across California and testimony on behalf of San Francisco's Initial Five-Year Plan is separately enclosed.

On January 31st, an application was submitted to the State to have the Private Industry Council of San Francisco certified as the Alternative Entity for San Francisco's Workforce Investment Board on an interim basis to validate the final version of the attached plan which you are being asked to approve before the end of this month.

On February 10th, the Private Industry Council's Strategic Transition Committee and its Transitional Youth Council conducted a joint "town hall meeting" during the dinner hour with the intention of affording an opportunity to those who were unable to attend previous public hearings or who were unable to submit written comments to present their comments and suggestions orally.

On February 15th and 16th, respectively, the Transitional Youth Council and the Strategic Planning Committee held their final public hearings on the January 25th draft of San Francisco's Plan. During these hearings, the memberships of both bodies made their final revisions and refinements which, it is intended, are all reflected in the attached draft plan. Among some of the more significant revisions which are being recommended in the attached draft plan by both bodies are:

- the designation of an administrative entity in Section IV.A. of the plan for purposes of implementing the summer youth enhancement elements as soon as the plan has been approved and the allocations of funds under it have been announced; and
- a request for the Governor in Section VII.C. of the plan to ask the Secretary of Labor to waive the administrative cost limitations at least until the final rules and regulations for the new legislation have been published by the Labor Department.

cc: Members of both Transitional Bodies, All Mandatory One Stop Partners, All PIC Subcontractors, All Other Interested Members of the Public, and PIC and SFDHS Staffs

PENULTIMATE DRAFT

STRATEGIC FIVE-YEAR LOCAL
WORKFORCE INVESTMENT PLAN
FOR

TITLE I OF THE WORKFORCE INVESTMENT ACT OF 1998
(WORKFORCE INVESTMENT SYSTEM)
FOR THE LOCAL WORKFORCE INVESTMENT AREA:

CITY AND COUNTY OF SAN FRANCISCO

TABLE OF CONTENTS

EXECUTIVE SUMMARY.....	1
I. PLAN DEVELOPMENT PROCESS	3
II. LOCAL VISION AND GOALS	6
III. LABOR MARKET ANALYSIS	11
IV. LEADERSHIP	14
V. LOCAL ONE STOP SERVICE DELIVERY SYSTEM	16
VI. YOUTH ACTIVITIES	27
VII. ADMINISTRATIVE REQUIREMENTS.....	34
VIII. ASSURANCES	35
IX. PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES	37
ATTACHMENT 1 - NEGOTIATED LOCAL MEASURES OF PERFORMANCE.....	38
ATTACHMENT 2 - COMMENTS THAT REPRESENT DISAGREEMENT WITH THE LOCAL PLAN	40
ATTACHMENT 3 - ORGANIZATIONS INVOLVED IN DEVELOPMENT OF VISION AND GOALS	75
ATTACHMENT 4 - ONE STOP CENTERS AND ACCESS POINTS.....	79
ATTACHMENT 5 - MEMORANDA OF UNDERSTANDING, LOCAL BOARD AND ONE STOP.....	82
ATTACHMENT 6 - SYNOPSIS OF SAN FRANCISCO'S PROPOSED YOUTH OPPORTUNITY GRANT.....	83
ATTACHMENT 7 - ADDITIONAL LABOR MARKET INFORMATION	84
ATTACHMENT 8 - SAN FRANCISCO's SUNSHINE ORDINANCE	91
ATTACHMENT 9 - THE PRIVATE INDUSTRY COUNCIL's CONFLICT OF INTEREST CODE.....	92
ATTACHMENT 10 - PROPOSED ORGANIZATION OF THE ONE STOP SAN FRANCISCO SYSTEM	93

PREPARED BY:

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

RAYMOND R. HOLLAND, INTERIM PRESIDENT

1650 MISSION STREET, SUITE 300

SAN FRANCISCO, CA. 94103-2490

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EXECUTIVE SUMMARY

Enclose a brief summary, not more than two pages, of the five-year strategic local plan that gives a general overview of the proposed local workforce investment system. Include a description of how the system looks today, and how it will change over the five-year plan period. Include a discussion of the local board's economic and workforce investment goals and how the local system will support these goals.

During the next five years, the San Francisco Workforce Investment Board (WIB) and Chief Elected Official of the San Francisco Workforce Investment Area will develop a system that increases its contribution in providing a competitive workforce to local business. Through the establishment of One Stop Career Centers and Access Points, the system will offer all eligible individuals the opportunity to maximize their employment potential. The Centers will offer a variety of information and training services based on individual needs and employers will be provided with access to workers that will support economic growth by helping them compete in the global economy.

To accomplish this vision, the San Francisco Workforce Investment system will streamline services currently offered through multiple agencies and multiple locations by consolidating services through One Stop Centers and Access Points when possible. The consolidation will allow for customer needs to be met in a more efficient manner, and will expand the current customer base of the programs. Duplication of services by different organizations and agencies will be avoided whenever possible. Timelines will be established for data sharing between agencies, with the ultimate goal being full integration in the foreseeable future.

All services will be aimed at helping individuals manage their own careers. The system will establish services that seek to provide individuals with information necessary to make informed consumer choices regarding their careers and the selection of training providers. Services will be provided according to individual needs, so that individuals with deficiencies or barriers to employment and advancement will be provided more intensive training as resources permit. Contracts for services to specialized populations and Individual Training Accounts will be established for those requiring such support.

A core set of career decision-making and job search tools will be available through the One Stop Centers and Access Points on a non-discriminatory basis. All Centers will meet the requirements of the Americans with Disabilities Act (ADA) and will provide reasonable accommodations to individuals who may have special needs. The system will also comply with Title VI of the Civil Rights Act, the Dymally-Alatorre Act, and any other federal, state or local law that provides for services to limited English proficient individuals. San Francisco will deliver its workforce investment services in a manner that does not discriminate on the basis of religion, sex, sexual orientation, pregnancy or age.

Responsibility for success of the workforce system rests with a partnership between the Workforce Investment Board and the Mayor. This partnership will monitor service providers and program operators on an on-going basis, to ensure the achievement of its established performance outcomes. The Board will establish program outputs for job placement, earnings, retention in unsubsidized employment, skill gains and certifications/credentials earned in specific occupational or academic areas.

The Mayor, recognizing the need for a strong Workforce Investment Board, will encourage active private sector participation, and will encourage contributions of training and resources from the private sector. The Board will strategically plan for the use of workforce resources, establish performance levels for all workforce programs, and provide oversight of the One Stop.

Additionally, the Board will negotiate Memoranda of Understanding with all One Stop partners, ensuring that all partners have an equity stake in and a responsibility for the One Stop system.

The WIB will provide sufficient guidance for the One Stop system and training providers, but not to a degree that would stifle flexibility and creativity in meeting the needs of individual job seekers and local employers. The WIB will focus on building responsive systems that respond to the ever-changing needs of a dynamic labor market and the emergence of a new economy.

The WIB will conduct a thorough labor market analysis of the area that will guide the selection of those placed on the authorized list of training providers. Other projects may be developed over time that respond to special needs of the employer community, to address specialized needs relating to skill and labor shortages.

A Youth Council is being established to improve youth programs and to act as an advocate in the community for youth. There will be improved linkages between academic and occupational learning and other youth development activities in the city. Youth will be provided opportunities to achieve career goals to enhance their ability to compete in the labor market. Resources will be provided to youth serving agencies that have a proven track record, and the network of youth activities offered will provide all of the basic program design elements in the Workforce Investment Act.

Quality principles will guide the remaking of the Workforce System throughout the process. These include the development of effective leadership, the creation of action plans and strategic objectives, the customer focused design of products and service delivery, the use of performance data and information, employee training and development, and a focus on bottom line results to business.

An inclusive process was used to develop this plan. Two transition committees, one focused on youth, held eleven public meetings during the months of January and February 2000. Meetings were well publicized and well attended. Public testimony and comments were provided and considered at each meeting, in addition to comments provided by U.S. mail and e-mail. At least three business meetings were held by each body to clarify issues and decision points, followed by a Town Hall meeting to listen, followed in turn by a meeting to integrate comments and make decisions. At most meetings, requests for special consideration focused on the needs of persons with multiple barriers, the homeless, those who do not speak English, contracts and the roles of community-based agencies, and the adverse impact that will occur without a strong summer program for youths.

This document is a plan to plan. It presents an idealized workforce development system as it ought to be. It maintains a vitally needed focus on closing the employment gaps for targeted hard to serve persons while also addressing the employment needs of the universal population. It recognizes areas that require holistic solutions. It is designed specifically to meet the needs of persons with multiple barriers, low income and welfare recipients and the disabled, among others, and it will prioritize funding when resources are limited.

In five years, the San Francisco workforce development system will evolve into a more efficient, user friendly, customer focused, results driven system serving a broader range of clients than the system that exists today. It will adapt to change within the labor market. Business will perceive real value in our services. Our ability to provide skilled workers to local employers will far surpass the capacity of the current system.

I. PLAN DEVELOPMENT PROCESS

WIA gives States and local areas a unique opportunity to develop employment and training systems tailored specifically to State and local area needs. The local plan is only as effective as the partnership that implements it. The plan should represent a collaborative process among the Chief Elected Official and the local system partners. This collaboration will create a shared understanding of the local area's workforce investment needs, a shared vision of how the local workforce investment system can be designed to meet those needs, and agreement on the key strategies to achieve this vision. This collaborative planning at all stages should drive local system development, create strategies for improvement, and provide the opportunity for stakeholder and public participation, review and comment.

In this section, describe the plan development process, including a discussion of how comments received during the public comment period were incorporated within the plan. [WIA, Section 118(c)(1)]

(Please note: we recognize that local areas are required to develop various related local plans and we encourage you, whenever feasible and appropriate, to use planning information that has already been developed. However, the data you use must be accurate and current.)

A. What was the role of the Chief Elected Official in developing the plan? [WIA, Section 118(a)]

In March of 1999, the Mayor of San Francisco asked the Governor to designate the City and County of San Francisco to be a Local Workforce Investment Area under section 116 (a)(2) of the Workforce Investment Act and to certify the Private Industry Council of San Francisco as the Alternative Entity for San Francisco's Workforce Investment Board under section 117 (i) of the Act.

Assuming that designation would eventually be provided, the Mayor in the meantime instructed his representatives to consult with the Private Industry Council of San Francisco (of which the Executive Director of the San Francisco Department of Human Services, his lead representative, was and is a member), representatives of the PIC, Inc. (the corporate *alter ego* of the Council and the designated agent of the existing Partnership between the Council and the Mayor), other prospective "One Stop San Francisco Partners", and other members of the public to begin developing:

- a recommended governance structure for the proposed San Francisco Workforce Investment Area; and
- a recommended initial, Strategic, Five-Year Workforce Investment Plan for the proposed San Francisco Workforce Investment Area.

In August of 1999, the Mayor submitted a formal application to the State to have the City and County of San Francisco designated to be a Local Workforce Investment Area under section 116 (a)(2) of the Act.

B. What local workforce investment board, transition board or existing body had oversight for the development of this local plan? If there was no such body, how will you create a responsible entity? [WIA Section 117(d)(4)]

In late-October of 1999, the Board of Directors of the Private Industry Council of San Francisco established:

- an ad hoc Strategic Transition Committee to hold public hearings to guide the development of a recommended initial, Strategic, Five-Year Workforce Investment Plan for the proposed San Francisco Workforce Investment Area; and
- an ad hoc committee of the Council to be called the Transitional Youth Council to hold public hearings to guide the development of the youth portions of that recommended initial plan and to establish a permanent Youth Council for San Francisco's Workforce Investment Board or the Alternative Entity for it.

In mid-December of 1999, the State issued its "Initial Planning Guidance and Instructions for the Submission of the Strategic Five-Year Local Plans" and, before the holidays, three public hearings were scheduled for the month of January 2000 and announced under the provisions of San Francisco's "Sunshine Ordinance" for each of the two new transitional bodies of the Council.

Initially, the Chairman of the Private Industry Council appointed seventeen members of the Council, nine of whom were representatives of business in the local area, to the Strategic Transition Committee. Subsequently, the membership of this *ad hoc* committee was expanded to include one additional representative of business in the local area and five additional "Mandatory One Stop Partners".

The Chairman of the Private Industry Council also appointed ten members of the Council's Jobs For Youth Executive Committee (which included four members of the Council) and ten additional persons (three of whom represented interest groups specified in section 117 (h)(2)(A) of the Act which were not represented on the Jobs For Youth Executive Committee) to the Transitional Youth Council.

Each of these two transitional committees of the Council held three public hearings during the month of January 2000 to develop a recommended, initial, Strategic, Five-Year Workforce Investment Plan for the proposed San Francisco Workforce Investment Area to be published for thirty days of public review and comment during the month of February.

During the month of February, each of these two transitional committees will hold at least two additional public hearings to consider comments and suggestions that are received. Based on comments and suggestions received, each of the committees will recommend a plan to the Council and the Mayor for their consideration and submission to the State before March 1st.

As noted in section IV below, the Mayor will establish a new Workforce Investment Board by June 30, 2000, for the purpose of planning and administering the Workforce Investment Act in San Francisco. Until that time, he has authorized the Private Industry Council of San Francisco as the interim policy body responsible for developing and approving this Five-Year Strategic Workforce Investment Plan. Membership considerations for the new Board will take into account:

- the criteria which the State will be promulgating for appointing additional members to that Board;
- the eventual size of the Board's membership;
- the rules governing the members' conflicts of interest; and
- current State Law (i.e., section 1090 of California's Government Code) which prohibits Local Workforce Investment Boards from entering into agreements having "economic interests" with "One Stop Partners" who are members of that Board.

C. *Describe the process used to provide an opportunity for public comment, including comment by the Chief Elected Official; the local workforce investment board and youth council; other local governing bodies; educators; vocational rehabilitation agencies; service providers; community-based organizations; and migrant seasonal farmworker representatives. Describe the process used to get input for the plan prior to submission. [WIA Section 118(c)(1) and WIA Section 118(b)(7)]*

Please refer to the preceding section of this plan for descriptions of the processes used to provide opportunities for suggestions and comments from the Mayor, from the proposed Alternative Entity for San Francisco's Workforce Investment Board and its Transitional Youth Council, from other local governing bodies, from educators, from vocational rehabilitation agencies, from service providers, from community-based organizations, from migrant seasonal farm workers, and other members of the public for the initial Five-Year Strategic Workforce Investment Plan for San Francisco.

Acknowledged throughout these processes is the fact that this is only San Francisco's initial plan and that, in the ensuing months (particularly those from March through June of 2000, after some critical decisions have been made by the State and the Governor) modifications of this plan will be developed, proposed, and subjected to similar public review and hearing processes and submitted to the State as many times as are necessary and feasible.

It needs to be noted that the Private Industry Council of San Francisco conducts all of its business and public hearings under the provisions of San Francisco's "Sunshine Ordinance," the requirements for which exceed the similarly-named provisions of section 117 (e) of the Act and of the State's Ralph M. Brown Act.

The community planning meetings held in several locations included discussions of each element of this plan. Participating representatives are listed in Attachments 3 and 4.

D. *How were comments that were in disagreement with the draft plan considered in developing the final plan? [State Planning Guidance I.B. and WIA, Section 112(b)(9)]*

Eleven public hearings were held to develop this plan, but there are clearly many strategic conditions which may result in its modification. Because of the limited amount of time initially provided for the formal planning processes at the local level, not all comments that were in disagreement with this initial plan may have been considered yet. As indicated in the immediately preceding section of this initial plan, it is the intention of the Council and the Mayor to address some of the comments in the period from March through June of this year. Further modifications to the plan may be submitted as additional information is acquired and decisions made by the Mayor and WIB.

- Attachment 2 contains comments that were in disagreement with the Draft Plan published on January 25th. Where possible, given the time limitations, early comments have been incorporated directly into this plan. Additional comments may be received within the 30-day comment period but which could not be considered due to time constraints. Comments received after Feb. 11th will be considered in meetings subsequent to submission of this plan.

E. *Describe the method used to make copies of the local plan available through public hearings, and through the local news media and the Internet. [WIA, Section 118(c)(2)]*

Public notices announcing the availability of the proposed plan were posted on the PIC's web site and, in hardcopy, in the Mayor's and the PIC's Offices. Notices also appeared in

the San Francisco Independent, the newspaper of public record for the City and County of San Francisco. In addition, hardcopies of the plan were distributed to:

- all members of the Private Industry Council of San Francisco and its two *ad hoc* transition bodies;
- all "Mandatory One Stop Partners";
- all PIC Subcontractors; and
- all other members of the public which had notified the PIC of their desire to receive and review copies of that plan.

F. *What other organizations were involved in the development of the local plan? How were they involved?*

Attachment 3 lists of most of the organizations whose representatives are recorded as having been involved in the development of this plan through either participation on the Council, on one or more of its transition bodies, on the "WIA Transition Team," on the "One Stop San Francisco Operations Resources and Governing Committees," as "Access Point, Core, or Supporting Partners," in reviewing, supporting, or opposing the proposed application to have the Private Industry Council of San Francisco certified to be the "Alternative Entity for San Francisco's Workforce Investment Board," and in participating in one or more of the public hearings of any of these bodies.

II. LOCAL VISION AND GOALS

The federal Planning Guidance and Instructions for Submission of the State's Strategic five-year Plan indicates that "a vision creates organizational alignment around a picture of a transformed future. It propels the organization toward achieving difficult but attainable strategic goals. Vision drives systematic improvements and produces outcomes. It is dynamic, not static."

In this section, identify your broad strategic economic and workforce development goals (e.g., "All people who want to work can find jobs. There will be a growing number of business start-ups. Fewer people will rely on welfare assistance.") Describe the shared vision of how the local WIA workforce investment system will support attainment of these goals.

A. *What is your vision for your local workforce investment system, and how will your system appear at the end of the five-year period covered by this plan? [State Planning Guidance II B.] [WIA, section 117(d)(1)] Some specific questions that must be answered are:*

1. *In five years, describe how your local system will integrate services. [WIA, Section 117(d)(1) and Section 118(a)]*

San Francisco's growing economy is characterized by a widening gap in quality and quantity of job opportunities for unskilled and skilled workers. Recognizing the harsh consequences for those who are left behind, the City is committed to designing and implementing a workforce development system that prioritizes scarce WIA resources for those most in need. Our first priority is to create meaningful job and training opportunities for low income San Francisco residents with multiple barriers to employment. Recognizing that getting and keeping a job is complicated by housing costs, lack of adequate child care, and transportation difficulties, the city's WIB will coordinate and enrich its workforce development plans and activities

through consultation with policy and planning bodies working on child care, transportation, housing and other supportive service needs.

The city's vision of the local workforce investment system is to integrate current services in the One Stop Centers and Access Points, to move toward providing universal access to career and labor market information, and to provide other useful consumer information regarding training and education that enables our customers to make better informed choices.

To address the needs of those who are unable to compete successfully in the current labor force, we will establish a process that identifies individuals needing more intensive services and training. When possible we will leverage both public and private resources to provide the necessary resources to upgrade their skills based on relevant local labor market needs.

The WIB will seek to provide quality services and resources to employers, jobseekers, and other stakeholders to ensure full employment in jobs that pay enough to sustain healthy families. It will target higher wage jobs (including nontraditional employment), promote self sufficiency through microenterprise and other small business training and support, offer up-front assessments of skills, interests, aptitudes and barriers to employment and offer individualized services to remove barriers and increase skills, and that integrates First Source Hiring, Living Wage Ordinances, and other innovative proposals and policies.

Assuming a continuing strong economy, in five years all San Franciscans will find "no wrong door" through a seamless integration of an expanded array of services from as many community agencies as possible.

The San Francisco Workforce Investment Board will:

- integrate the services offered by its partnering agencies within the One Stop Centers;
- jointly develop goals, progress markers and timelines to map out a full integration strategy; including integration of the city's First Source Hire program;
- develop specific plans and timelines for cross training of staff about all other programs, processes to effectively share information, specifications for a technology network infrastructure that will allow for eventual integration, and reengineering of the workflow processes within the One Stop system in order to make improvements; and finally,
- integrate programs into a seamless delivery system with transparent funding streams.

2. *What programs and funding streams will support service delivery through the One Stop system? [WIA, Section 121(b)(1)(B)]*

The system, through the One Stop Centers and Access Points, will provide access and information regarding each of the following programs: Adult, Dislocated Worker and Youth Activities under WIA Title I (including programs funded from Veterans Workforce Investment Programs, Migrant and Seasonal Farmworker Programs, Indian and Native American Programs, Job Corps and Youth Opportunity Grants), Welfare-to-Work, Employment Service, TANF, Adult Education, Postsecondary Vocational Education, Vocational Rehabilitation, Title V of the Older Americans Act, Trade Adjustment, NAFTA Transitional Adjustment Assistance, Veterans Employment and Training Programs, Community Services Block Grant, Employment

and Training activities under HUD, Food Stamps Employment and Training, National and Community Service Act programs, Unemployment Insurance, Redevelopment Agency Employment programs, Homeless programs, Refugee programs, Mental Health, and other appropriate federal, State or local programs involved with transportation, child care, community colleges, economic development, community outreach, substance abuse, and the criminal justice system.

A complete list of funding streams has not been attempted at this early stage. Each agency committed to this plan manages dozens of fragmented federal, state, local and granted funds created by the separate actions of others. The major challenge of this effort will be to coordinate those funding streams and their unique service designs, eligibilities, and reporting/evaluation systems.

3. *Typically, what information and services will be provided and how will customers access them? How will the goal of universal access be achieved? [20 CFR Part 652, et al., Interim Final Rule (I)(A), State Planning Guidance II.B. bullet 3]*

Through our network of One Stop Centers, Access Points and CBOs, job seekers and those seeking career advancement or upgrading of their skills will be able to access information regarding the local labor market, including the occupations and industry sectors that are in demand or in which labor shortages currently exist. They will also be able to access available job openings and postings from local, regional, state and national employers. They will be able to acquire a list of current training providers in the area, and the track record of completions and job success of recent graduates from these institutions and schools, and information about microenterprise training and support opportunities and training for nontraditional occupations. They will also be able to acquire information about the wages needed for their family size and type to make ends meet without government assistance and the wages and benefits offered by available jobs.

The Centers, Access Points and CBOs will also make available general information about careers and a means for individuals to assess their aptitudes, barriers and interests and how these match to available jobs and demand occupations.

More intensive services will be provided to those with barriers that may include individual career, drug, alcohol, domestic violence, or mental health counseling, group job search classes and in selected cases, educational remediation and training in specific occupations. Assistance in developing employment and income goals will also be provided.

Universal access will be achieved by offering services needed and valued by the community, at locations geographically dispersed and at Access Point community centers that maintain good customer focus. As the system develops, public service ad campaigns will be conducted to inform the general public about the availability of services. Specific targeted outreach campaigns will be developed to focus on the low income, minority, disabled, and immigrant communities.

4. *How will Wagner-Peyser Act and unemployment insurance services be integrated into the local system? [WIA, Section 121(b)(1)(B)(xii), State Planning Guidance II B bullet 5]*

All Wagner-Peyser services will be delivered through the One Stop system. The Employment Development Department's Field Office #504 facility at 3120 Mission Street hosts a prototype One Stop co-location site. The EDD's long-standing

Employer Advisory Committee has provided valuable feedback in the design and development of the One Stop system.

EDD shares job listings through CalJOBS and America's Job Bank (AJB). Every One Stop Center and Access Point will provide information regarding Unemployment Insurance eligibility and the filing of claims.

5. *How will the local workforce investment system help achieve the goals of the State's workforce investment, welfare, education, and economic development systems? [WIA, Section 118(a)(b)(I) State Planning Guidance II B bullet 6]*

The San Francisco Workforce Investment Board will use the State adopted goals for workforce investment, welfare, education and economic development as the starting point for the discussion of local goals. Measures will be adopted relating to each of these areas.

6. *How will the youth programs be enhanced to expand youth access to the resources and skills they need to succeed in the State's economy? [WIA, Section 111(d)(2) and 112(a)]*

The building of a strong Youth Council has been a priority in the WIA transition process. The Transitional Youth Council includes individuals who are strong youth advocates.

A primary goal of the Transitional Youth Council is the creation of a compendium of youth programs and services. Using the compendium as its base, the Youth Council will identify gaps in youth programming, and begin to identify areas of overlap, where better coordination and integration can occur.

Youth agencies that exemplify proven models of effectiveness in serving youth will be targeted to have a presence in the One Stop Centers or as an Access Point. Those agencies will provide all of the "elements" described in the WIA and in section VI of this plan.

This plan relies on the participation of a broad network of youth-serving educational and youth justice institutions, community- and faith-based agencies, and coordinating agents.

The city's application for a \$7 million Youth Opportunity Grant (YOG) is in the final stages of U.S. Department of Labor competition. It will, if funded, provide a comprehensive assessment of the needs of selected Enterprise Community youths and provide intensive outreach and services. Please see Attachment 6 for a brief summary of the YOG.

- B. *What are your board's broad strategic economic and workforce development goals? What steps will you take to attain these goals? [State Planning Guidance II A.]; [WIA, Section 118(a)]*

The San Francisco Workforce Investment Board will improve the quality, career mobility, and skills of the local workforce, enhance the productivity and competitiveness of local business and industry, and increase the self-sufficiency of low income and welfare recipients. To accomplish this, we will provide customer-oriented, individualized, accountable services made possible through viable service-provider

partnerships as will be set forth in our Memoranda of Understanding with our partner agencies.

Our broad strategic economic and workforce development goals are:

1. Full employment of all individuals who want or need a job;
2. Self sufficiency and decrease in welfare dependency (self sufficiency is defined as the minimum wages an adult must earn to make ends meet for his or her family size without government assistance);
3. Increase in the knowledge/skill attainment of our labor force;
4. More efficient and effective linkage between labor supply and demand;
5. Customer satisfaction – including both employers and job seekers;
6. Continuous improvement and cost effectiveness in all aspects of operations;
7. Fostering of high performance and safe workplaces;
8. Career mobility for those who desire and seek it; and
9. Achievement of a living wage.

To attain these goals, through the development of a more skilled workforce, we will create a system that provides:

- Universal and easier access to services and information;
- A network of community-based, culturally-sensitive service providers;
- Individual up-front assessments to identify skills, aptitudes, experience, barriers, and interests;
- Emphasis on workplace fundamentals;
- More training to upgrade the skills of current workers;
- Expansion of self service features within our One Stops and Access Points;
- Use of learning resources accessible electronically, with training on the use of technology to ensure benefit;
- Consumer information that provides a better match between training needs of participants and training resources;
- Training in vocational English-as-a-Second Language for the large immigrant population;
- Integration of and connection to infrastructures for childcare, transportation, education and training, affordable housing, etc.;
- Expansion of opportunities for low income persons with multiple barriers to employment in On-the-Job training through union apprenticeship programs;
- Promotion of hiring and On-the-Job Training to enable disadvantaged job seekers to attain higher skilled and higher paying, career advancement positions;
- Use of mentors and other coaches and learning facilitators;
- Co-location of counselors and social workers that can provide assessment, assistance, and referrals for mental health, alcohol and substance abuse, domestic violence, and mental and physical disability and accommodation issues;
- Access to resources that can provide lifelong learning; and
- Long term follow up.

The lists above are illustrative, not exhaustive, for the five year period of this plan.

C. Identify organizations involved in the development of your local vision and goals.

All One Stop partners, Access Points, and interested parties were invited to be involved in the development of this Five-Year Plan vision and goals, as well as representatives of City and County departments, the city's educational institutions, and the associations formed of service providers and rights groups. Additionally, we enlisted the input of

organizations and agencies that provide the following services: mental health, subsidized housing, homeless, refugee, economic development, including chambers of commerce, education, other specialized business associations, welfare, youth and differently-abled advocacy groups, child care, transportation, veterans and other community-based organizations. Please see Attachments 3 and 4 for listings.

III. LABOR MARKET ANALYSIS

The Planning Guidance and Instructions request information on key trends expected to shape the economic environment during the next five years, including the implications of these trends in terms of overall employment opportunities by occupation, key occupations, the skills needed to attain local occupational opportunities, growth industries and industries expected to decline, customer demographics, and the sources of data used to gather this information. Where appropriate, identify any regional economic development needs and describe how the local area will be involved in them.

In this section identify the needs of businesses, job training, and education seekers, economic development professionals, and training providers in your workforce investment area. Are these the same or different than those present in the previous service delivery area(s)? If different, how can the needs be better met by the new, local workforce investment system? To complete this section, answer the following questions.

A. *What are the workforce investment needs of businesses, job-seekers and workers in the local area? [WIA, Section 118(b)(1)(A)]*

In general, employers need a trained workforce with good basic skills and a strong work ethic. Good basic skills include reading and comprehending instructions, writing clearly, being punctual, being reliable, being pleasant to customers and coworkers, and having initiative and desire to grow. Business also appreciates creativity, a basic understanding of business, and familiarity with diversity in the workplace.

Smaller employers need the ability to upgrade the skills of their current workforce. Supervisors and front line managers require skills to successfully interact with a diverse workforce and other strategies for reducing turnover. Ideally, they would like prompt responses to requests for assistance.

Job Seekers will generally find a better job market than in previous years. But many job seekers still do not know how to conduct an efficient job search, how to interview, where to find basic information relating to jobs and careers or how to meet the minimum expectation of employers. Additionally, many job seekers lack basic arithmetic and verbal and writing skills.

Numerous studies cite an emphasis on “soft skills.” An increasing number of jobs, especially within major growth sectors, require job seekers to possess the ability to work as part of a team, problem-solving skills, basic communication skills including active listening, observation skills, and a familiarity and comfort with technology tools.

Case management and supportive services to address multiple barriers to employment, as well as specified vocational training, are effectively provided by community-based organizations. Contracts for services to specialized populations will ensure adequacy of targeted funding for comprehensive approaches to employment training and placement.

In order to maintain continuous participation in the workforce, job seekers must resolve other problems. Many of these problems are related to alcohol or drug use, lack of childcare or transportation or other personal and family dysfunction.

Existing workers need to access affordable, flexible education and training opportunities that allow them to add to their current skill set to stay competitive in their industry, and to avail themselves of opportunities for advancement and promotion. Many workers have some of the same deficiencies mentioned above in relation to job seekers.

B. How will the needs of employers be determined in your area? [State Planning Guidance IV.B.6. and WIA, Section 118(b)(1)(A)]

Efforts are continuous to gather and report information on change taking place in the workforce:

- EDD's Labor Market Information Division has actively assisted the PIC to develop a "menu" of labor market products specifically tailored to the needs of the emerging workforce investment system in San Francisco;
- PIC's Job Vacancy Survey asks for information from 10,000 West Bay employers (San Francisco, Marin and San Mateo) about their total workforce and about those occupations in which they have current job openings; and
- PIC's annual occupational survey provides information about in-demand jobs in San Francisco. See Attachment 7 for sample pages from "Occupational Outlook San Francisco," a 1999 publication of the PIC, the EDD, and the California Occupational Information Coordinating Committee.

The WIB will convene a forum of employers and training providers to discuss how best to meet local workforce development needs. Participating employers will provide detailed information on current job opportunities and specific skill requirements (soft and hard skills) to promote the development of essential employment competencies. In addition, the employers on the PIC/WIB and the EDD's Employer Advisory Committee will be primary sources of employer input using "Sector analysis" and/or "Gap analysis" techniques.

Beyond these specific sources of information, the WIB will seek ongoing analysis of local and regional labor markets, occupational growth areas, and the skills required for gainful employment. To this end, the WIB will seek to develop or sponsor an independent analytic unit devoted to generating both short- and long-term economic and employment information. Such a unit might be under contract to the WIB, lodged in a municipal or county agency, or funded as an independent agency.

C. What are the current and projected employment opportunities in the local area? [WIA, Section 118(b)(1)(B)]

For a full description of the San Francisco business environment, please see the ongoing studies of the City's Planning and Economic Development Departments, the forecasts of the Association of Bay Area Governments, and reports of the San Francisco Chamber of Commerce, local banks, and utility companies. The State's Department of Finance and EDD Labor Market Information Division also publish useful data on the city's changing population and role in the California economy.

San Francisco's diverse economy provides a sizable core of entry level employment opportunities. As shown in the table below, a projected 21.9% of jobs in San Francisco are found in clerical and administrative support occupations. Additional entry level jobs

are found within the Service occupations with jobs at diverse skill levels including security guards, building maintenance workers, restaurant workers, commercial artists, and computer programmers. Service occupations account for another 16.5% of total jobs projected in 2002.

While many newly created jobs will be in technical and professional employment, these are not realistic entry level vocational goals for disadvantaged job seekers. A continuum of employment training services will be provided to promote career advancement. WIA funds will be prioritized through training contracts with CBOs and other vendors or providers to prepare persons with multiple employment barriers for entry level jobs with advancement potential. These jobs are concentrated in clerical, administrative support, and service occupations. Such jobs can often be attained through short term, intensive occupational classroom training and On-the-Job Training. Basic skills remediation and English-as-a-Second Language will be offered in preparation for specific vocational training. Lifelong education for career advancement will also be available through City College and other educational providers.

SAN FRANCISCO COUNTY Employment Projections by Industry 1995 - 2002

INDUSTRY	SIC	ANNUAL AVERAGES		ABSOLUTE CHANGE	PERCENT CHANGE
		1995(2)	2002		
TOTAL NONFARM	10-99(ex 88), 074,075,078	513,300	564,400	51,100	10.00%
GOODS PRODUCING	10-39	47,700	51,500	3,800	8.00%
MINING & CONSTRUCTION	10-17	12,100	14,800	2,700	22.30%
MANUFACTURING	20-39	35,600	36,700	1,100	3.10%
SERVICE PRODUCING	40-99(ex 88), 074,075,078	465,600	512,900	47,300	10.20%
TRANSPORTATION & PUBLIC UTILITIES	40-42,44-49	33,900	34,100	200	0.60%
TRADE	50-59	96,300	103,200	6,900	7.20%
FINANCE, INSURANCE, & REAL ESTATE	60-65,67	65,500	63,800	-1,700	-2.60%
SERVICES	74,075,078	190,400	237,500	47,100	24.70%
GOVERNMENT		79,500	74,300	-5,200	-6.50%

Source: CA Employment Development Department, Labor Market Information Division.

1. Employment and projections contained in these tables are estimates. Employment is reported by place of work and excludes self-employed persons, unpaid family workers, domestics, volunteers and those involved in labor-management trade disputes. These data are based on 1987 Standard Industrial Classifications. Annual average industry detail may not add up to totals due to independent rounding. Government data include all civilian government employees regardless of the activities in which they are engaged. 2. March 1996 benchmark.

SAN FRANCISCO COUNTY Employment Projections by Occupation 1995 - 2002

OCCUPATIONAL TITLE (OES)	ANNUAL AVERAGES		ABSOLUTE CHANGE	PERCENT CHANGE	OPENINGS DUE TO SEPARATIONS
	1995	2002			
TOTAL, ALL OCCUPATIONS	513,300	564,400	51,100	10.0%	85,350
MANAGERS AND ADMIN. OCCUPATIONS	42,730	48,380	5,650	13.2%	6,420
PROFESSIONAL, PARAPROF, TECHNICAL	129,970	147,540	17,570	13.5%	18,140
SALES AND RELATED OCCUPATIONS	56,330	63,140	6,810	12.1%	12,910
CLERICAL, ADMINISTRATIVE SUPPORT	122,500	123,520	1,020	0.8%	17,660
SERVICE OCCUPATIONS	82,260	92,930	10,670	13.0%	18,000
AGRICULTURAL, FORESTRY, FISHING	2,460	2,690	230	9.3%	150
PROD, CONST, OPER, MAT HANDLING	76,810	85,770	8,960	11.7%	12,070

Source: CA Employment Development Department, Labor Market Information Division.

See Attachment 7 for the following additional labor market information —

- Lists of "top ten" occupations with the Fastest Growth, Greatest Absolute Job Growth, Most Openings, and Projected Declines;
- "Industry Trends and Outlook, 1995-2002, San Francisco County" (EDD/LMID);
- "Economic Expansion in San Francisco Since 1994" (SFSU);
- "Employment Projections and Job Growth For Low Educated Workers in San Francisco 1998-2003" (SFSU);
- Other notes with regard to the City's economy; and
- "Occupational Outlook San Francisco" survey results for ten selected jobs (PIC).

D. *What job skills are necessary to obtain such employment opportunities? [WIA, Section 118(b)(1)(C)]*

Jobs at every level require "soft skills" including: communication skills, motivation/initiative, teamwork, leadership, and inter personal skills. Relatedly, basic academic skills in written and verbal English, as well as math, are considered essential at all job levels. For entry level jobs, specific vocational skills can be taught through short-term, intensive occupational classroom and On-the-Job Training. More advanced technical and professional jobs require more extensive training, often a college degree, and specialized graduate studies, as well as work experience.

In the current strong economy, job seekers with disabilities, homeless persons, and public assistance recipients, as well as others with multiple barriers to employment, make up a disproportionate number of the unemployed. They may need intensive vocational training as well as case management and supportive services in order to acquire the soft and hard skills sought by employers.

English-as-a-Second Language training is critical to build the employability of San Francisco's large and growing monolingual immigrant population.

The PIC's Occupational Outlook surveys provide a consistent look at employer requirements. Based on EDD projections, studies by the San Francisco Chamber of Commerce and the City and County of San Francisco, contributions from educational and community-based organizations, and employer participation, occupations are selected and researched each year. Factors weighing heavily into the selection of the occupation include growing and declining industries and current employment trends (such as immense growth of the multimedia and service industries).

Results of the occupational research project include job skills, qualifications, educational levels, wages and benefits, employment trends, supply and demand assessment, and industries employing the occupations surveyed. The results are published in the "Occupational Outlook Report for San Francisco County" and appear on the Internet at www.calmis.ca.gov. See Attachment 7 for examples of the Outlook's summary reports.

IV. LEADERSHIP

As stated in the Federal Register of April 15, 1999, "The Department [of Labor] believes that changing from the existing JTPA Private Industry Councils to local workforce investment boards is essential to the reforms of WIA [Interim Final Rule §661.305]. The Department [of Labor] strongly encourages all eligible areas to create new, fully functional

local boards as early as possible, and is committed to providing assistance to facilitate such changes."

In this section describe how authority will be exercised by the local workforce investment board. [WIA, Sections 117(b)(3) and 117(d)(1)]

A. *If an interim board was responsible for development of this plan, how will the plan and authority to oversee its implementation under WIA Section 117(d)(4) be transferred to the new local workforce investment board?*

The Mayor intends to establish a new Workforce Investment Board by June 30, 2000, for the purpose of planning and administering the Workforce Investment Act in the City and County of San Francisco. Until that time, he has authorized the Private Industry Council of San Francisco as the interim policy body responsible for developing and approving our Five-Year Strategic Workforce Investment Plan, and the PIC, Inc., as its corporate alter ego and the Administrative Entity for the local Workforce Investment Area, to implement that plan.

Until the Private Industry Council is replaced as a policy body by the WIB, the PIC, Inc. will continue to be grant recipient and administrator for local employment and training programs including Summer 2000 youth activities.

Composition of the new Workforce Investment Board, as currently envisioned, will consist of the minimum required by the WIA law plus any additional members designated locally. The WIB will maintain a private sector majority.

B. *What circumstances constitute a conflict of interest for a local board member, including voting on any matter regarding provision of service by that member or the entity that s/he represents, and any matter that would provide a financial benefit to that member? [WIA, Section 117(g)(1)(2)]*

The approved Conflict of Interest Code of the Private Industry Council of San Francisco complies with and (because it applies to all represented "business entities" on that body regardless of whether they are public or private, profit-making or non-profit) exceeds all requirements of section 87300 of California's Government Code and section 1091.2 of that same code. Compliance with that code is monitored and enforced by the San Francisco Ethics Commission.

Therefore any circumstance specified in section 87300 of the California's Government Code would constitute a conflict of interest regardless of the specific "business entity" represented on the Council. If an entirely new San Francisco Workforce Investment Board is formed, the Conflict of Interest Code for that body would have to be developed by and approved by the San Francisco Board of Supervisors and the Mayor, on behalf of the State's Fair Political Practices Commission and compliance would be monitored and enforced by the San Francisco Ethics Commission.

Because the exemption for "private industry councils in section 1091.2 of California's Government Code does not appear to extend to "local workforce investment boards", it is clear that, if one of the first three options specified in paragraph IV.A. of the plan is adopted, the Council should be able to comply with the requirements of section 121 (c) of the Act immediately but, if one of the last three options specified in the same paragraph is adopted instead and the State law is not promptly amended, it is not yet clear how or when the latter could comply with section 121 (c) of the Act because it would be subject

to the blanket contracting prohibition provided in section 1090 of California's Government Code.

C. How will the local board provide a leadership role in developing policy, implementing policy, and oversight for the local workforce investment system? [WIA Section 117(d)(4)]

It is not yet clear what kind of a Master Partnership Agreement, if any, the Mayor and the Private Industry Council (if it is certified to be the Alternative Entity for San Francisco's Workforce Investment Board) or a Newly-Formed San Francisco Workforce Investment Board (once it has been certified) would want to form with respect to "local program oversight" and any other issues they elect to incorporate into such an agreement.

The master partnership will develop marketing/public relations campaigns that will highlight workforce issues in the community and act as a catalyst for bringing together business and community resources to address these issues. They will also assume a leadership position to realign current education and training resources to more strategically address workforce needs.

D. How will the local board assure the local system contributes to the achievement of the State's strategic goals? [WIA, Section 118(a)]

San Francisco's strategic plan maintains a vitally needed focus on closing the employment gaps for targeted "hard to serve" persons, while also addressing the employment needs of the "universal" population. (See State Plan, Sec. III, A, 3, pp. 7-8.)

E. How will the local board meet the WIA requirement that neither the local board nor its staff provide training services without a written waiver from the Governor? [WIA, Section 117(f)(1)(A) and (B)]

The Private Industry Council or the San Francisco Workforce Investment Board will not authorize its staff to provide any "training services" without a written waiver from the Governor.

F. How will the local board ensure that the public (including persons with disabilities) have access to board meetings and activities including local board membership, notification of meetings, and meeting minutes? [WIA Section 117(e)]

The Private Industry Council of San Francisco is subject to San Francisco's Sunshine Ordinance, a copy of which is enclosed with this plan (see Attachment 8). It specifies "... how the public (including persons with disabilities) shall have access to ... meetings (of the Council and of its committees) and activities including local (Council) membership, notification of meetings, and meeting minutes."

As with other civic bodies of the city, the WIB will provide wide dissemination of its agendas, each of which contains instructions for accessing a personalized help system to ensure accommodations for the disabled and for the language-impaired.

V. LOCAL ONE STOP SERVICE DELIVERY SYSTEM

The cornerstone of the new workforce investment system is One Stop service delivery, which makes available numerous training, education, and employment programs through a single customer-focused, user-friendly service delivery system at the local level. The One Stop system must include at least one comprehensive physical center in each local area that must

provide core services and access to programs and services of the One Stop partners. The system may also include a network of affiliated One Stop sites and specialized centers that address specific needs.

In this section describe how services will be coordinated through the One Stop service delivery system.

A. *Describe the One Stop delivery system in your local area. [WIA, Section 118(b)(2)]. Include a list of the comprehensive One Stop centers and the other service points in your area.*

San Francisco will build on and integrate existing services to establish a coordinated One Stop system. The One Stop System in San Francisco includes our neighborhood-based Career Centers, a rich network of community-based organizations (CBOs), the Community College, the home offices of a number of key public agencies, a number of key business initiatives and organizations, and an Internet-based One Stop information system.

There are currently two One Stop Career Centers in operation. Our flagship Career Center, called Career Link, opened in November 1997, at 3120 Mission Street, in the Mission neighborhood. A second, still-developing Career Center was opened in 1998, at 1800 Oakdale Avenue, in the Bayview Hunters Point neighborhood. Two additional sites have been contemplated, if we can identify sufficient resources. We know that funds will be limited and we will be setting priorities. Having multiple One Stop Career Centers strategically located throughout the City would facilitate our goal of universal access to the system.

Each Career Center will have the full compliment of Core services, and most, if not all, Intensive Services. Each site will have the flexibility to configure and deliver services in a manner that best suits the local population. Specifically, services may be tailored to meet the unique language needs or culture of users of each site. The Careers Centers serve as central repositories for employment information including directories of available jobs, information on skills needed for specific jobs and skill sets useful in multiple careers, and labor market analysis and projections. The Centers provide job placement as a service both to business and job seekers, and will be promoted as "business assistance centers."

All mandatory partners will contribute to service delivery at the Career Centers. We will also identify opportunities to engage additional, non-mandatory partners to provide services on-site at the Career Centers. For example, we will work with appropriate community-based organizations to outstation their staff at the Career Centers. This will facilitate outreach to the local community and enable us to import specialized knowledge and long standing professional relationships that enhance our ability to serve Career Center clients.

The role of CBOs in the emerging One Stop System is changing. We are working to strengthen the capacity of key CBOs to provide a high standard of direct services to clients. For example, we envision more partnerships between CBOs and the Community College, in which the basic skills, job readiness and job placement services of CBOs are provided as wrap around support to individuals before, during, and after they participate in education or training at the Community College. We will also explore that option of certifying specific CBOs as Career Centers, with the full menu of Core Services and the ability to authorize Intensive or Training services funded under WIA.

Community based organizations are often the most appropriate venue to serve individuals with multiple barriers to employment. In addition to using Individual Training Accounts (ITAs) for adults and older youths, San Francisco will use competitively procured contracts with agencies uniquely qualified to serve individuals with multiple barriers to employment.

Easy access to current information about services, education, training, the labor market and specific job opportunities is a critical component of the One Stop System. San Francisco's One Stop information system is nearing completion and will be universally accessible through the Internet. The Career Centers and over 20 community partner locations, called "Access Points," have computer terminals and service support to assist clients to utilize this information system.

Developed with funding from a state One Stop Implementation Grant and a One Stop Technical Assistance grant, San Francisco's developing One Stop information system, as currently envisioned, will include a central database of clients that will be used to match education, training needs and experience with available opportunities, programs and employment. Further, this database will be used to identify skilled workers and monitor effectiveness of the system. The One Stop information system will ensure that services can be identified and accessed from multiple entry points within the system. See a brief One Stop Information System "Status Report" in Attachment 5.

The central client information database will provide for secured, password-protected access to individual client records to assist in case management and tracking. Sensitive information will be provided with written client consent on a strictly need-to-know basis. Partners may collect additional information for their own records that will remain privileged.

San Francisco is fortunate to have the active involvement of business and organized labor within its One Stop System. Business and labor will continue to act as partners in training and hiring initiatives such as San Francisco Works, Job Network, business round tables linked to specific Community College programs, the School to Careers Partnership, and the many smaller scale initiatives present in our system. Business and organized labor also provide critical insight into the most current job skills that workers will need and function as links to job placement.

San Francisco has a First Source Hire program that requires certain businesses that contract with the City, or build or expand their facilities, to consider hiring economically disadvantaged individuals for new jobs before other applicants. The First Source Hire program will be integrated into the One Stop System as a source of job information and for our business partners, a mechanism to recruit job applicants.

As the One Stop System evolves, we will ensure that workforce planning and funding decisions not formally under the direction of the WIB are also coordinated with the system. For example, expenditures of Welfare to Work monies, the Community Development Block Grant, and Redevelopment Agency resources will also support a coordinated One Stop system.

Please see Attachment 4 for a summary of the One Stop San Francisco Centers and Access Points.

B. *Describe the process used for selecting the One Stop operator(s) [WIA, Section 121(d)(2)(A)] including the appeals process available to entities that were not selected as the One Stop operators. [Interim Final Rule § 667.600 (b)(1)]*

San Francisco's One Stop development to date has been the product of voluntary cooperation. We envision a dynamic consortium of mandated partners and affiliates providing services throughout the One Stop Center system. Discussions among these partners are currently taking place regarding the organizational and decision making structures, as well as fiscal accountability and liability. We recognize that there are substantial conflict of interest issues to clarify and resolve.

A procedure will be put in place to designate a One Stop operator, and there will be a policy to handle appeals.

C. *How will services provided by each of the One Stop partners be coordinated and made available in the local One Stop system? [WIA, Section 121(c)(2)]*

San Francisco's One Stop System will coordinate services through co-location of staff, integration of funding streams, staff job duties and services in the Career Centers, and broad use of the Internet-based One Stop information system. The One Stop Partners are currently undertaking an inventory of services provided by partner agencies at our Career Centers to identify Core and Intensive Services available, gaps in these services, and opportunities for greater integration. We will undertake this process at each site, with a commitment from the Partners to identify funds from WIA, Wagner-Peyser and other sources, to fill identified needs.

We will identify opportunities to use existing employment service funding within the system to advance the goal of universal access. Wagner-Peyser and WIA funds (except dislocated workers) do not limit eligibility for service to specific groups. We will therefore, within the limits of funds available, strive to maximize the objective of universal access with these dollars.

Coordination of the services provided by the One Stop partners will be accomplished initially through the development of Memoranda of Understanding (MOU), at the system level and/or at the individual One Stop level. Ongoing coordination will be the responsibility of the WIB.

The continuing development of an electronic infrastructure, effective communication, co-location of staff from partner agencies, shared performance credit, joint marketing and informational materials, and clear policies regarding shared use of facilities and equipment will foster greater integration of services. In addition, coordination of services will be enhanced through the development of a city-wide approach to staff development, training and technical assistance.

D. *What is your plan for delivery of core and intensive services? [WIA Section 117(f)(2)]*

The full compliment of mandated Core services will be available at each One Stop Career Center. Our Career Link site currently offers various eligibility determinations, outreach, intake, orientation, initial assessment, job search and placement, career counseling, labor market information, job listings, information on supportive services and unemployment insurance filing, and follow-up counseling. At our Bayview Career Center we are at an earlier phase of incorporating all of the core services. While many of these core services are currently linked to specific partner funding streams, our goal within five years will be to fully integrate these services for universal access. Establishing a common intake and

assessment will be a first step in this process. Any additional Career Center sites will have a similar Core services menu, with some specialization to be established among the sites.

Specific intensive services, such as specialized assessment, development of employment plans, and group and individual counseling, will be available through each One Stop Career Center. San Francisco will also secure Intensive and Training services using ITAs and competitively-procured contracts with agencies uniquely qualified to serve individuals with multiple barriers to employment (for example, case management for welfare recipients or short-term job readiness for the long-term unemployed).

Individuals who, at the point of initial assessment, present multiple barriers to employment or are identified as strong candidates for Training Services will be moved directly into specialized assessment and linked with appropriate training services. It is our intention to have the transition from Core, to Intensive, to Training Services be immediate from the perspective of the client. (We do not want to have the client experience a failure-based system.)

Memoranda of Understanding will prescribe the amount of resources that will be provided by each partner agency of the One Stop. Agency contributions will vary according to function and size of program, prorated according to a formula based on staff size and funding levels.

For all programs, to achieve more effective coordination, the WIB will be active in responding to solicitations from the State and federal governments and in seeking partnerships with private grant-makers (corporations, foundations, etc.). We will initially focus our efforts on special youth programs and projects, consistent with the goals and objectives established in this plan.

E. *How will these coordinated and leveraged resources lead to a more effective local system that expands the involvement of business, employers, and individuals? [State Planning Guidance IV.B.3. and WIA, Section 112(b)(10) and Section 121(c)(2)(A)(ii)]*

Services funded through WIA Title I funds are not sufficient to offer a broad range of services to either job seekers or employers. Additional funding from partner agencies and from outside federal, State, local and private sources will greatly expand the level of participation and range of options open to these customer groups. The redirection of other community resources into a more strategic focus will also create the effect of an actual workforce development system that is visible and acknowledged in the community as something of value to a broad customer base.

F. *Describe how the local system will meet the needs of dislocated workers, displaced homemakers, low-income individuals such as migrant and seasonal farmworkers, public assistance recipients, women, minorities; individuals training for non-traditional employment, veterans, individuals with multiple barriers to employment, older individuals, people with limited English speaking ability, and people with disabilities. [State Planning Guidance IV.B.4. and WIA, Section 112(b)(17) and Section 118(b)(4)]*

San Francisco will ensure universal access to the One Stop System, with a special commitment to serving individuals with multiple barriers to employment. Included in this group are homeless individuals (especially homeless youths), dislocated workers; displaced homemakers; low-income individuals such as migrant and seasonal farm workers; public assistance recipients; women; minorities; individuals training for non-

traditional employment; veterans; older individuals; people with limited English speaking ability; and people with disabilities.

Information regarding One Stop services will be sent to the appropriate agencies and organizations that serve these populations. When warranted by sufficient service levels, representatives of the organizations who serve these special populations will be located directly in a One Stop Center under a negotiated arrangement. Special community events may be held, such as Job Fairs or Job Search clinics, that focus on one or more of these subgroups. We plan to incorporate information about and training in nontraditional occupations throughout our workforce investment system.

In cases of disasters, mass layoffs, significant downsizing, business closures or other events that precipitate substantial increases in the number of unemployed individuals, we will provide rapid response activities onsite, if appropriate, to the affected workers.

Those with limited English proficiency will be offered services including but not limited to appropriate ESL or contextualized ESL and job training programs.

But generally, the One Stop Centers will meet the needs of the special populations described above through the delivery of core, intensive and training services described below.

Core Services: As part of our core services, the One Stop Centers will provide outreach, intake and orientation to the information and other services available through the One Stop. Other services include initial assessment of skill levels, aptitudes, abilities, barriers, and supportive service needs, job search and placement assistance and where appropriate, career counseling and the provision of employment statistics information. Job vacancy listings will include information on job skills necessary to obtain such jobs, information relating to local occupations in demand, and the earnings and skill requirements for such occupations. Core services will also include information and counseling about each individual's self sufficiency standard — the wage needed to make ends meet without government assistance.

Additional core services include performance information and program costs on eligible providers of training services, youth activities, adult education, post-secondary vocational education, activities available to school dropouts, and vocational rehabilitation programs.

Staff will also provide information on local performance of the One Stop delivery system. We will make available accurate information relating to the availability of supportive services, including childcare and transportation, and make referrals to such services when appropriate.

One Stop staff will instruct individuals on filing claims for unemployment compensation, provide assistance in establishing eligibility for welfare-to-work activities and other programs of financial aid for training and education programs that are not funded under WIA. Last, we will deliver follow-up services, including counseling to increase job retention, for participants in workforce investment activities who are placed in unsubsidized employment.

Intensive Services: The One Stop Centers will deliver more intensive services to individuals who receive core services but who are still unable to find employment, provided they are determined to be in need of such services. Staff will also provide intensive services to those who need such services in order to obtain or retain employment that allows for self-sufficiency.

Intensive services will include the comprehensive and specialized assessment of the skill levels and service needs of the individual, including diagnostic testing and assessment. It may involve in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals, and the development of an individual employment plan to identify appropriate employment goals, achievement objectives and mix of services.

Intensive services also may entail group counseling, individual counseling, career planning and case management for participants seeking training services. Short-term prevocational services will teach skills relating to communication, interviewing, punctuality, personal maintenance and professional conduct to prepare individuals to get and keep a job.

Training Services: The provision of training is subject to an interview, evaluation or assessment and case management that determines if they are in need of training and have the skills and qualifications to successfully participate in the training program they select.

Training may include occupation skills training, training for nontraditional employment, on-the-job training, and programs that combine workplace training with related instruction. It also may include training operated by the private sector, skill upgrading and retraining, entrepreneurial training, adult education and literacy, or customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

Individuals needing specific occupational training must select from a list of eligible providers of training services, except where on-the-job training or customized training is available and appropriate.

San Francisco may purchase Core, Intensive and Training services as needed, using ITAs and competitively procured contracts with agencies uniquely qualified to serve individuals with multiple barriers to employment. The Act's subsection 134 (d)(4)(G)(ii) provides that "Training services ... may be provided pursuant to a contract for services in lieu of an individual training account if ... the local board determines that there is a training services program of demonstrated effectiveness offered in the local area by a community-based organization or another private organization to serve special participant populations that face multiple barriers to employment."

ITAs and contracts for adults and older youths may include package services which merge, for example, literacy and job skills training, or provide flexible delivery by more than one provider.

G. When allocated adult funds are limited, what criteria will you use in determining priority of service to ensure recipients of public assistance and other low-income individuals for intensive and training services? [WIA, Sections 134(d)(4)(E), 118(b)(4), State Planning Guidelines IV B 5]

WIA identifies "special populations that face multiple barriers to employment" as low-income individuals who have substantial language or cultural barriers, are offenders, are homeless or have other barriers to be identified by the Governor. San Francisco will augment this target group to include, for example, individuals with long-term welfare dependency, those with low basic reading and math skills, mental or physical disability, learning disability, alcohol or substance abuse, criminal record, long-term unemployment, computer illiteracy, single parent home or unstable family environment,

dislocated workers, elderly workers, persons with a lack of labor force attachment, and those with a past inability to achieve a living wage.

These examples show the kinds of barriers for which we will develop criteria and establish priorities. It is our intention that fundamental priority go to the most in need.

The WIB will set priorities for funding services to these populations on an annual basis, and will review usage and outcome data on a frequent basis to ensure that services are being effectively delivered.

H. *How will the local system ensure non-discrimination and equal opportunity, as well as compliance with the Americans with Disabilities Act? [WIA Section 188(a)(2), State Planning Guidance IV.B.4.]*

The WIB will generally adopt policies covering the programs and activities under its purview that are similar or identical to those used by the City and County. In matters of procurement, non-discrimination, equal opportunity, and sunshine requirements, municipal government leadership will normally be followed.

See Section VIII Assurances, item N below (compliance with section 504 of the Rehabilitation Act and the American's with Disabilities Act).

I. *How will systems to determine general job requirements and job lists, including Wagner-Peyser Act provisions be delivered to employers through the One Stop system in your area? [State Planning Guidance IV.B.6. and WIA, Section 121(b)(1)(B)(ii)]*

Worker Profiling and Reemployment Service claimants will be mainstreamed into the normal orientation sessions provided by the One Stop to provide faster processing of these claimants. The specialized information they require is now a part of that orientation, including a description and a list of benefits available from the WorkNet System.

J. *What reemployment services will you provide to Worker Profiling and Reemployment Service claimants in accordance with Section 3(c)(e) of the Wagner-Peyser Act? [State Planning Guidance I.B.7. and WIA, Section 121(b)(1)(B)(ii)]*

We will make all basic core services available to Worker Profiling and Reemployment Service claimants through the One Stop system. If necessary, a contract for additional services will be provided to the appropriate agency.

K. *How will you ensure that veterans receive priority in the local One Stop system for Wagner-Peyser funded labor exchange services? [State Planning Guidance IV.B.9. and WIA, Section 121(b)(1)(B)(ii)]*

EDD's CalJOBS system includes a Veteran's Hold to ensure that veterans will receive priority for Wagner-Peyser funded labor exchange services.

L. *What role will Local Veterans Employment Representative/Disabled Veterans Outreach Program Services (LVER/DVOPS) have in the local One Stop system? How will you ensure adherence to the legislative requirements for veterans' staff? [State Planning Guidance IV.B.10., 322, 38 USC Chapter 41 and 20 CFR Part 1001-120]*

Local Veterans Employment Representatives/Disabled Veterans Outreach Program Services (LVER/DVOPS) will be co-located in (at least) the One Stop Career Link

Center. Staff at the information desk will be directed and trained to refer the appropriate individuals to these representatives. Signs will be posted to direct veterans to these representatives. If clients are in need of additional services, LVER/DVOPS staff will be cross-trained and familiarized with other services throughout the One Stop Center to which their clients can be directed.

M. How will you provide Wagner-Peyser Act-funded services to the agricultural community—specifically, outreach, assessment and other services to migrant and seasonal farmworkers, and services to employers? How will you provide appropriate services to this population in the One Stop system? [State Planning Guidance IV B.11.]

While there appears to be little seasonal agricultural employment in San Francisco, additional information should result from the LMI activities described in section III above. Should services be needed, they will be provided.

N. How will the local board coordinate workforce investment activities carried out in the local area with the statewide rapid response activities? [WIA, Section 118(b)(5)]

Business-issued layoff notifications (WARN notices) will be received simultaneously by the Mayor, the EDD Field Office, and the WIB. Depending on the timeliness and/or the numbers of employees affected, the EDD through the One Stop will generally coordinate rapid response activities with the State.

O. How do your rapid response activities involve the local board and the Chief Elected Official? [WIA, Section 118(b)(5), State Planning Guidance IV B.13.b.]

As noted, the Mayor and the PIC/WIB are direct recipients of corporate layoff notifications. It is within the purview of their partnership to establish policies related to dislocated workers, develop and approve rapid response services, and evaluate and provide oversight of the programs.

Regardless of the Mayor's direct involvement, or that of his department heads, the WIB through the One Stop will assure that:

- An eligibility determination and verification system for rapid response services is maintained;
- The plan will achieve or exceed its predetermined performance goals as set forth by the Department of Labor;
- There is a system for coordination with neighboring jurisdictions in cases of plant closings or mass layoffs;
- There is a policy for coordination with other appropriate program services and systems, particularly where the services of other systems can be provided at no cost to the worker readjustment program;
- Labor organizations are involved in the development and implementation of dislocated worker programs and services; and
- Affected labor organizations are consulted in the case of any assistance program which will provide services to a substantial number of their members.

The Mayor and the PIC/WIB, through labor market analysis, will also determine job opportunities for which dislocated workers could be retrained, and ensure that the training that exists or could be provided is relevant to these job openings. This determination may involve use of the California Cooperative Occupational Information System (CCOIS) and consultation with representatives of the Employment Training Panel and the Trade and Commerce Agency.

P. What rapid response assistance will be available to dislocated workers and employers and who will provide them? [WIA, Section 118(b)(4)(5), State Planning Guidance IV B.13.c.]

A One Stop team will take the lead in arranging planning meetings, in assessing the needs of workers, and in planning for the appropriate level of services. The team will include, at minimum, representatives of the WIB and EDD Job Service. Depending on the skills of the employees affected, other partners of the One Stop, Access Points, training and education providers, or CBO community will assist. When companies have multiple locations downsized, the rapid response services will be coordinated with neighboring workforce investment areas for a regional response.

Rapid Response services will begin with an initial series of meetings to create a plan of action with the downsizing company. Organized labor, if active in the company, will be invited to participate in the meetings. Following the creation of an action plan, affected workers and employers will receive specialized orientations in a group setting to assist them in accessing services available through the One Stop system. The orientation for workers will include how to file Unemployment Compensation claims and any additional services needed to transition to new employment.

Job Search assistance workshops will be provided. Placement services will be conducted in cooperation with the employer. The One Stop will make employers aware of any additional assistance available to their employees. If specialized services are needed, the One Stop will solicit the assistance of specialists (stress management, money management, etc.). If the business is no longer in operation, we will conduct target marketing to reach those workers still seeking employment.

In addition to One Stop orientations and job search assistance workshops, written information regarding unemployment insurance will be provided. Participants may enroll in the Internet-based labor exchange program, CalJOBS, prior to lay-off or as soon as possible after lay-off. Information regarding other programs offered within the One Stop system will also be provided.

Q. Describe and assess the adult and dislocated worker employment and training services that will be available in your local area. [WIA, Section 118(b)(4)(5)]

The WIB will identify the skill needs of business and industry through appropriate labor market analysis and through direct contact with employers where labor market shortages appear most severe. We will also acquire appropriate assessment and career information tools, and compile a list of training providers to better meet the needs of the customer. Additionally, customer satisfaction surveys will be conducted on a periodic basis that will provide feedback to allow for continuous improvement of products and services. These will include both job seekers and employers. Customized training will be expanded to better meet employer needs in the community.

Performance standards will be used to measure the effectiveness of the system including measurement of the satisfaction of both employers and job seekers. Placement, retention, and earnings gain will be measured with an emphasis on long term results. The performance data will be published and will be used to establish funding levels. A system will be developed to foster continuous improvements.

We will build a system that responds promptly to employers' hiring needs. We will expand the range of post employment services to both new hire and employer to increase job retention.

When needed, we will provide diversity training to supervisors and managers to enable them to work effectively with new hires during their initial period of employment. Specific assistance will include a possible subsidy of up to 50% of wages for specialized training, information about and certification for tax credits, recruitment and screening of new hires, and customized and specialized training based on employer needs.

In addition to the adult and dislocated worker activities and services identified above and in previous sections of the plan, we will use the services and resources from other public and private sources to maximize the services to our clients. These include the City College of San Francisco and the San Francisco Unified School District's Adult and Vocational Education programs.

We also refer individuals to community-based organizations that provide needed social services, including housing, health, mental health, domestic violence services, substance abuse treatment, and childcare and related children's services.

To assess adult and dislocated worker services, we will conduct a situational audit of the workforce development system. We will compile a comprehensive listing of available funding, review customer and partner expectations and analyze potential contributions and support of each partner. We will review legislative requirements and any pending changes in federal or State requirements, analyze our local employment base looking for sectors with high-growth, high-wage jobs, and examine the demographics and education levels of the local community.

A specialized One Stop team will coordinate enrollment of applicants in the CalJOBS Internet-based system, arrange as needed and/or required for objective assessment, community referrals, classroom occupational skills training, on the job training and specific supportive services. We expect Individual Training Accounts (ITAs) to be the primary vehicle for assisting dislocated workers.

R. MEMORANDUM OF UNDERSTANDING:

WIA requires that a Memorandum of Understanding (MOU) between the local board and each of the One Stop partners concerning the operation of the One Stop delivery system be executed. As referenced earlier, a copy of each MOU must be included with the plan. [WIA Section 118(b)(2)(B)] The MOU may be developed as a single umbrella document, or as singular agreements between the partners and the board. The MOUs should present in concrete terms, member contributions and the mutual methodologies used in overseeing the operations of the One Stop career center system.

1. *The MOU must describe: [WIA, Section 121(c)(1)(2)(A)(B)]*
 - a. *What services will be provided through the One Stop system.*
 - b. *How the costs of services and operating costs will be funded, including cost-sharing strategies or methodologies.*
 - c. *What methods will be used for referral of individuals between the One Stop operator and partners.*
 - d. *How long the MOU will be in effect.*
 - e. *What procedures have been developed for amending the MOU.*
 - f. *Other provisions consistent or as deemed necessary by the local board.*

2. *Identify those entities with whom you are in the process of executing an MOU. Describe the status of these negotiations. [Interim Final Rule §662.310(b)]*

All One Stop system development to date has been accomplished by voluntary partnering efforts. We learned from it and are working to determine a structure of governance for the One Stop system. All essential MOUs will be in place by July 1, 2000.

No MOUs accompany this plan. Attachment 5 is a placeholder for including them, as they are executed. See Attachment 10 for a proposed organizational model.

3. *What process will the local board use to document negotiations with One Stop partners who fail to participate or sign an MOU? How will you inform the state board when negotiations have failed? [Interim Final Rule §662.310(b)]*

Efforts to work out MOUs will begin immediately. The PIC will initiate negotiations with all mandated partners. A timeline will be established for meetings and other work tasks needed to finalize the process. Minutes will be recorded, and correspondence documented. Any negotiation that does not result in a signed MOU by May 30, 2000 will be considered a "failed negotiation." Notification to the State WIB will be sent, with a history of negotiations and accompanying documentation.

VI. YOUTH ACTIVITIES

As a way to connect youth to workforce investment resources, WIA requires youth programs to be connected to the One Stop system. WIA requires improved youth opportunities and Youth Councils to be part of local workforce investment systems. Youth councils have authority to develop the youth-related portions of the local plans, to recommend youth service providers to the local boards, to coordinate youth services, and to conduct oversight of local youth programs and eligible providers of youth programs.

In this section describe the strategies and tactics to develop a comprehensive service delivery system for eligible youth, and discuss how that system will be coordinated through the One Stop system.

A. *Describe your local area's efforts to construct a youth council, and what the role(s) of the Youth Council will be. [WIA, Section 117(h)(1)(2)(3)(4)]*

In October of 1999 the PIC began development of a Transitional Youth Council that includes representatives of the various sectors mandated for participation on the Youth Council under WIA. This entity will develop the youth RFP policies and the initial planning for youth programs, including the Summer Program. With the establishment of the WIB, we anticipate a full-functioning Youth Council by mid-2000.

Through membership on the Youth Council, we will bring together a diverse and rich body of institutions, programs, community organizations, partnerships, consortia, foundations, educational institutions, and employers to initiate an historic step in a collaborative process that has been building momentum for a number of years. We shall analyze existing services to youth, identifying and filling in gaps that may exist and connecting services so that once assessed, a youth will have a development plan which will be covered by an interconnected continuum of services and opportunities flexible enough to really help an individual with individual barriers. We realize that common

threads run through barriers that most youth face in becoming productive and self confident. Our system will ensure its ability to help youth through those obstacles, but it will also be flexible enough to help all youth: Youth who may need only a small amount of energy or insight to overcome the inertia of poverty or insecurity; as well as those young people who have disengaged almost completely and not only are out of school but out of touch with traditional social services and out of touch with productive elements of the economy. This demands a system that is both broad and deep; a system that includes focused outreach; a system that is interconnected and not disjointed; a system that effectively and flexibly utilizes the resources available. Our vision is such a system.

The Youth Council, which will include youth and parent representatives, will be responsible for developing the portions of the local plan relating to eligible youth. It will establish the requirements and criteria for issuance of a Request for Proposals for youth activities and oversee the competitive process used to award grants and contracts to youth serving agencies, subject to the approval of the full WIB. It will recommend eligible providers of youth activities, conduct oversight of the agencies that receive grants or contracts, and coordinate with other youth activities in the area. The WIB chairperson will assign additional duties as the need arises.

The Youth Council will be in a leadership position to act as a catalyst and advocate for youth in our community. It will serve as the vehicle that:

- Is responsible for the coordination, development of standards, oversight, monitoring and accountability of youth programs/activities;
- Develops a mechanism/forum for communicating youth and employer needs and concerns;
- Sets the tone for a more integrated and comprehensive systematic approach to service delivery;
- Develops incentives for organizations to "work and think" differently and incentives for encouraging the participation of youth with multiple barriers; and
- Develops stronger partnerships with the private sector concerning workbased learning opportunities/incentives and sustainability.

B. How will youth services be connected with your One Stop delivery system? [Interim Final Rule § 664.700]

A virtual One Stop Internet-based information system is nearing completion of which youth services are an integral component. We see the One Stop approach as a *system*, rather than a physical Center. Turf, transportation and other issues would be major deterrents if services and information were only available at a select number of locations. Neighborhood based services should remain and be coordinated with the myriad of services needed to move young people into self-sufficiency.

As the One Stop system evolves, coordination of services for youth will be enhanced through strategies such as:

- An electronic data base and universal data collection system and application that can be shared with varying levels of access that builds on a "continuum of care system" for youth as they enter and exit the various program activities and elements;
- Streamlining a mechanism for broad based recruiting and referral of youth to appropriate services/activities;
- Increasing publicity and visibility of programs;

- Coordinating with other agencies for support services (child care for young parents during work hours, disability support and training services for youth with special needs);
- Creating a Service Directory that is both printed and web-based;
- Ensuring youth services are incorporated within its design;
- Making available timely information regarding providers and services/activities available;
- Certifying of providers; and
- Providing specialized community training (CBOs training one another).

We envision a variety of relationships between the One Stop Centers and the youth-serving agencies, ranging from referral and co-enrollment to shared facilities and staff. All One Stop Centers will provide services to eligible youth, and 18-21 year olds may be co-enrolled if appropriate.

An area of increasing concern to the Transitional Youth Council is the number of out of school youth. More appropriately stated, we are increasingly concerned about the inability of our current systems to reach, connect with, and engage a growing number of our urban youth. The Youth Council will pay special attention to this group, taking advantage of initiatives begun by the Urban/Rural Opportunities Grants, Youth Opportunities Grants, CBOs, and School District and City College efforts.

C. Describe how coordination with Job Corps, Youth Opportunity Grants, and other youth programs in your local area will occur, e.g. School-to-Career. [WIA Section 112(b)(18)(C) and 117(h)(2)(vi), State Planning Guidance, IV B. 14.]

The Transitional Youth Council identified a number of large employment and training efforts that exist in San Francisco and acknowledged that there have already been initial steps taken toward coordinating these efforts in a more systematic way. However, better assessment and tracking of youths' needs and services are needed to reach young people with special needs and who face multiple barriers to employment. The creation of a more integrated system will enable us to effectively develop plans and clear paths for young people that are comprehensive and appropriate for their needs. The following youth programs have participated in the development of this plan:

- Job Corps (new for San Francisco), Jobs For Youth, School to Career Partnership, PIC sponsored youth initiatives, Conservation Corps, Youth Build, Private Sector Internship Opportunities, San Francisco Youth Works, Workreation, and Mayor's Youth Employment and Education Program.

D. Describe and assess the type and availability of youth activities in the local area. Include an identification of successful providers of such activities. [WIA, sections 118(b)(6)]

There are currently a large number and variety of agencies providing youth activities in our city, including juvenile diversion, alternative education, GED instruction, health and mental health services, job readiness, career counseling, job placement, substance abuse, and youth development. Although numerous services exist, they are not always available in sufficient quantity, coordinated, or accessible to those youth who are most in need.

The city has a diverse array of successful providers, including EDD, Jobs For Youth, City College, the School to Career Partnership, and many others. The successful CBOs operating in the neighborhoods will be strengthened as One Stop Access Points. The provider system will have well defined goals and processes that are easily understandable, measurable, and accountable. Measurements will emphasize participant

success and collaboration over competition. The system will be flexible enough to accommodate change.

We plan to conduct a survey to collect and review performance data and feedback from young people, parents and families, business, and service providers to ascertain the level of satisfaction with the services given and received. This will allow us to continuously improve both the system and individual agencies, and give us a baseline from which to work on any new plans or programs and to establish accountability goals.

E. What is your local area's strategy for providing comprehensive services to eligible youth, including any coordination with foster care, education, welfare, and other relevant resources? Include any local requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities. [WIA Section 112(b)(18)(A), Interim Final Rule §664.400, State Planning Guidance, IV B. 14]

A major focus of the Youth Council will be the development of a comprehensive, coordinated system for providing services to youth, particularly those with special needs.

Initial efforts will focus on developing a more integrated system with the Probation Department, Human Services Department, Foster Care System, and the School District's special education programs. Youth Council representatives from foster care, education, welfare and probation will assist in this process.

Consideration will be given during the RFP process to entities that assist youth who have multiple/special barriers including youth who are transitioning from foster care or the youth authority system, are pregnant or parents, or have disabilities. It is required that all facilities meet the requirements of the American with Disabilities Act (ADA). Technical assistance will be provided to selected providers to further develop staff capacity in working with the various target populations. If the initial RFP process does not identify appropriate providers for these populations, a targeted RFP may be released.

F. Describe how your local area will meet the Act's provisions regarding the required youth program design elements: [WIA, Section 129(c)(2)(A) through (J)]

Of the Program Elements identified in WIA Section 129(c)(2) and the State Plan, all will be developed and made available in our community network. The Youth Council intends to survey and review organizations that provide each of these elements, and to ensure quality services are available throughout the city.

The basic principles of this plan include system wide up-front assessment and plan development, comprehensive services throughout the city, and leveraging of resources so that each agency can do what it does best. As critical facets in this system we will include all of the State and Federal design elements as follows:

1. Preparation for post-secondary educational opportunities

Youth programs will provide activities that strengthen basic academic functioning to prepare students to meet minimum requirements for post secondary training. In selected cases, vocational classes taken in the last two years of high school will act as the foundation for courses leading to a one or two year post secondary certification program, or to an Associate degree.

2. Strong linkages between academic and occupational learning

There are sizable year-round programs in which industry clusters (or Pathways) have formed in the School-to-Career context. "Pathway Advisory Boards" have been formed or are in process for a variety of industry clusters such as Business and Finance, Travel and Tourism, Information Technology, Construction and Engineering, and Health Science. These advisory boards are designed not only to develop education-rich work-based learning opportunities, but to influence the curriculum and teaching tactics of our schools, such as project-based learning.

It is our operational strategy to unite and gradually systematize these opportunities so that we may make an appropriate match consistent with a young person's developmental needs and his or her development plan. The quality of the occupational learning varies widely as does the link of that work experience back to the classroom — wherever that classroom may be.

School age youth who are participating in the WIA youth program will attend academic and occupation classes in conformance with the student's development plan. All plans will be consistent with the state education requirements and school policy and rules.

School age youth who enter the program as school dropouts will reenter a comprehensive high school and pursue academic and occupational training or reenter through the community or alternative school programs. Academics will be provided through the community schools and vocational training through the Regional Occupation Centers. The coordination of education and training will be provided through the One Stop Access Points located at these sites.

It is the task of the Youth Council to broaden the scope of work experience, ensuring both the employer and the young person are conscious of and conversant in the occupational learning that is so important. In addition, with the wide range of opportunities comes the challenge of ensuring that each work experience is linked to an academic experience. Collaboration between many of the providers discussed above has resulted in pilot projects to communicate between school and CBO to ensure that the correct people at the school are aware of the work experience in which the student is engaged. The Youth Council will expand on these pilots and make systematic this communication.

3. Preparation for unsubsidized employment opportunities

Out of school youth 18-21 will be served through the One Stop Centers or provided similar services through Access Points and participating youth-serving agencies. The building of strong basic academic and basic work skills is the focus of in-school youth programs. Program content is closely aligned with the needs employers have consistently expressed regarding basic employability.

The Youth Council will evaluate the current state of these efforts and in collaboration with service providers develop a plan to standardize and enhance the preparation activities in San Francisco. It is important to note here that when we say standardize we mean create standards and outcomes for preparation of youth. These then can be applied to the myriad of conditions faced by youth and the large range of experience youth have in the labor market. A continuum will be established so that upon assessment we will know what the young person needs in order to move to the next level of preparedness and even to complete his or her development plan. We also understand that the delivery of such preparation will need to match the particular

learning style of different youth and account for the conditions in which they find themselves. The same flexibility will be used for training of specific occupational skills, as we utilize the many existing programs while enhancing, as needed, the systematic approach to outcomes.

4. Effective linkages with intermediaries with strong employer connections

We will ensure that the Youth Council has as members intermediaries with strong ties to employers; in addition, through collaborative efforts already underway, those intermediaries not on the Council are helping to build the system that is our vision.

Examples of intermediaries with whom the Council will coordinate include: San Francisco Department of Children, Youth, and Their Families; San Francisco School-to-Career Partnership; San Francisco Youth Employment Coalition; Jobs For Youth/EDD; and New Ways Workers. We will invite other organizations to participate in order to better serve the city's youth and employer communities and to leverage resources.

Through the efforts of the Youth Council we plan to give more organization and coordination to this collaboration, using the experience and resources to both rationalize the system and better structure education-rich work-based learning experiences. This will include, among other tasks, better orientation and preparation of employers (and employee and trade organizations) for their role in our system.

Nearly 3,000 work-based experiences for youth were developed for the summer of 1999. More than half were paid internships or more traditional paid jobs. This could not happen without strong support from employers of many different industries, sizes and ownership. The City and County government, for example, incorporates youth employment into its departmental budgets. Examples of members of the business community who have been supportive throughout the years include Bank of America, Chevron, Gap, McKesson, Schwab, and PG&E.

5. Alternative secondary school services

There are a number of alternative and county community day schools in San Francisco that provide services to high achieving students and to those who are marginally achieving or are on the verge of dropping out. These schools provide additional and innovative resources to support the academic achievement and participation in employment and training opportunities with connectivity to the workforce. WIA resources will seek to build and enhance these efforts and serve out of school youth and those who have dropped out to re-engage them to re-enter school or go on into post secondary or vocational training programs.

6. Summer employment opportunities

When the objective assessment and individual service strategy indicate that work experience is appropriate, eligible youth who are unable to find work may be placed in summer employment as the entry point into a year-round activity. Academic and occupational learning will be linked to the work experience, consistent with guidelines established by the Youth Council.

7. Paid and unpaid work experience

Paid work experience will be offered to youth who can benefit from such experiences. Work experiences will be structured to be learning experiences. Worksite supervisors will be provided sufficient training to ensure that this occurs. The work experiences will provide youth exposure to the world of work and the common expectations in the workplace. The experiences are designed to help youth acquire the skills, personal attributes and knowledge needed to get and keep a job, and to advance at their place of employment. Worksites will be selected based on their ability to provide the youth with career exposure and rudimentary skill development; the experience is not intended to provide employers with free labor.

Work experiences may include one or more of the following: Employability or generic workplace skills, exposure to an industry or occupational cluster, job shadowing and internships, basic academic skills, entrepreneurship and on-the-job training.

Many of the groups, coalitions and partnerships in San Francisco are experienced in generating and supporting paid year-round and summer work experiences for youth of diverse backgrounds and experience.

8. Occupational skills training

Out of school youth who lack the necessary job skills to get and keep a job will be provided occupational skills training, after an assessment, consistent with the plan developed with their case manager. ITAs and contract packages may be appropriate for older youth.

Occupational skill offerings will also be provided by the San Francisco Unified School District, the City College of San Francisco, private schools, and an eligible training provider list. Regional Occupational Centers are in operation at both Unified School and City College sites.

9. Leadership development opportunities

The Youth Council will reach out to human resource managers and the employer community to establish mentoring programs for youth. We will develop speaker programs that can be given at various civic, professional, and faith-based organizations to solicit their commitment regarding this and other leadership type programs.

Other leadership programs will directly involve training of the participant. These will provide training that promotes positive social behaviors and peer group interaction.

10. Comprehensive guidance and counseling

Various types of counseling will be offered through the One Stop Centers, Access Points, and CBOs that promote good career choices and expanded job opportunities for youth, while enabling them to effectively manage their personal and family life.

11. Supportive services

Supportive services will include transportation and child care assistance when needed. A wide range of other supportive services may be provided when acute needs arise, at the direction of the case manager, with careful attention to the needs of the disabled and homeless youths.

12. Follow-up services. [Interim Final Rule §664.450(a)(1) through (6)(b), State Planning Guidance, IV B.15.]

Follow up services will track the progress of youth in employment after training. They may include leadership development through adult mentoring, work-related peer support groups, regular contact with a youth participant's employer to resolve work-related problems that arise, assistance in securing better paying jobs and more education, career development and other supportive services leading to employment retention.

All youth, particularly those most in need, will acquire the necessary skills to successfully transition into adulthood, careers, and further education and training.

VII. ADMINISTRATIVE REQUIREMENTS

A. What competitive process will be used to award grants and contracts for youth services in your local area? [WIA Section 118 (b)(9), 112(b)(18)(B) and Section 123]

Request for Proposals, Request for Quotes, or Request for Bids will be issued to award contracts and grants for youth services, with wide dissemination to a solicitation list of eligible youth service providers. Selections of contractors will be based on the recommendations of the Youth Council and, when developed, on the criteria contained in the State Plan.

The WIB will endeavor to develop universal procurement policies and procedures which meet the minimum requirements of all of the various funding sources it coordinates.

B. What competitive and non-competitive processes will be used at the local level to award grants and contracts for activities under Title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts? [WIA, Section 118(b)(9)]

To build community and employer support, the WIB will implement a comprehensive performance information system designed to meet the requirements of WIA and the needs of local decision-makers for program evaluation. It will identify and define relevant, measurable performance indicators. A baseline for performance will be established, and proposed progress indicators will be determined. The Youth Council will participate in the WIB's performance planning, including definitions, reporting and data gathering methodologies, etc., and will use jointly developed performance review procedures.

Over time, the Youth Council may propose additional elements of information collection to fully certify the competency of all bidders of youth services. Data will be compiled, where possible, to determine before and after measures to support the treatment effect.

A primary benefit of the evaluation system will be a clear determination of contractor capability and for determining the renewal of contracts. All measures will be presented to the WIB for approval before they are implemented.

Funds disbursed for any services will be based on negotiated levels of performance or performance improvement. They may be contract reimbursements (based on cost or

agreed-upon schedule), tuitions or voucher payments, or other performance criteria defined in the solicitation.

WIB administrative purchases (other than salaries) will be generally procured competitively.

C. *What entity will serve as the local grant recipient and be responsible for disbursing grant funds as determined by the Chief Elected Official? [WIA Section 117(d)(3)(B)(i)(I)(II)(III) and 118(b)(8)]*

Initially the Private Industry Council will be responsible for the administration of the WIA programs, as well as the closing out of JTPA programs. As a full-functioning WIB develops, administrative tasks will be handed off. Timetables for these transitions have yet to be developed.

The San Francisco WIB requests that California's Governor ask the Secretary of Labor to waive, under section 189 (i)(4) of the Act, the local administrative cost limitation of ten percent which is specified in the Act, its Interim Final Rule, and, if still necessary, its eventual Final Rule.

D. *What criteria will the local board use in awarding grants for youth activities, including criteria used by the Governor and local boards to identify effective and ineffective youth activities and providers? [WIA Section 112(b)(18)(B), State Planning Guidance III B.1.f.]*

Solicitations for youth activities may require differing criteria, depending on the groups to be served and their presenting barriers. Generally each solicitation's criteria will be discussed and approved by the Youth Council and WIB prior to RFP or RFQ release.

Typical criteria for youth training may include (but not be limited to) cost or rate per positive outcome; quality of recruitment, screening, referral, assessment; individualized plan development; curricula of job training; case management and support systems; job placement activities; community infrastructure and track record; and coordination with employers and the workforce development system.

E. *What is your local area's definition regarding the sixth youth eligibility criterion, ("an individual who requires additional assistance to complete an educational program, or to secure and hold employment"). [WIA Section 101(13)(C)(vi)]*

Persons aged 14 to 21 years who require supportive services and/or longer term education and skill training due to multiple barriers to employment, including: enrollment in special education, school drop-outs, students maintaining less than a "C" average, truants, persons with Limited English Proficiency, persons with disabilities including learning disabilities, physical and mental disabilities, and sensory impairments, offenders, single parents, non-custodial parents, pregnant women, persons with substance abuse and alcohol problems, homeless persons.

VIII. ASSURANCES

A. The Local Workforce Investment Board and its staff assure that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures necessary to ensure the proper disbursement of, and accounting for, funds provided to the Local Workforce Investment Board through the allotments made under sections 127 and 132. [WIA, Section 112(b)(11)]

- B. The Local Workforce Investment Board assures that it will comply with WIA, Section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary that it has:
 - 1. Implemented the uniform administrative requirements referred to in WIA, Section 184(a)(3);
 - 2. Annually monitored local areas to ensure compliance with the uniform administrative requirements as required under WIA, Section 184(a)(4); and
 - 3. Taken appropriate action to secure compliance pursuant to WIA, Section 184(a)(5).
- C. The Local Workforce Investment Board assures that compliance with the confidentiality requirements of WIA, Section 136(f)(3).
- D. The Local Workforce Investment Board assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. [WIA, Section 181(b)(7)]
- E. The Local Workforce Investment Board assures that the board will comply with the nondiscrimination provisions of WIA, Section 188, including an assurance that Methods of Administration have been developed and implemented.
- F. The Local Workforce Investment Board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA, Section 188.
- G. The Local Workforce Investment Board assures that there will be compliance with grant procedures of WIA, Section 189(c).
- H. The Local Workforce Investment Board certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator. [State Planning Guidance VI. 11.]
- I. The Local Workforce Investment Board certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
- J. The Local Workforce Investment Board certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees. [State Planning Guidance VI. 13.]
- K. The Local Workforce Investment Board certifies that Workforce Investment Act section 167 grantees, advocacy groups as described in the Wagner-Peyser Act (e.g., veterans, migrant and seasonal farmworkers, people with disabilities, UI claimants), the State monitor advocate, agricultural organizations, and employers were given the opportunity to comment on the Wagner-Peyser Act grant document for agricultural services and local office affirmative action plans, and that affirmative action plans have been included for designated offices.
- L. The Local Workforce Investment Board assures that it will comply with the current regulations, 20 CFR part 651.111, to develop and submit affirmative action plans for migrant and seasonal farmworker Significant Offices in the local workforce area which are determined by the Department of Labor, to be in the highest 20% of MSFW activity nationally.

- M. The Local Workforce Investment Board has developed this plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners. [WIA Section 118(a)]
- N. The Local Workforce Investment Board assures that it will comply with section 504 of the Rehabilitation Act of 1973 (29 USC 794) and the American's with Disabilities Act of 1990 (42 USC 12101 et seq.).
- O. The Local Workforce Investment Board assures that funds will be spent in accordance with the Workforce Investment Act, written Department of Labor guidance, and other applicable Federal and State laws and regulations.

IX. PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

This plan represents the City and County of San Francisco Workforce Investment Board's efforts to maximize and coordinate resources available under Title I of the Workforce Investment Act (WIA) of 1998.

This plan is submitted for the period of July 1, 2000 through June 30, 2005 in accordance with the provisions of the Workforce Investment Act.

On Behalf of the San Francisco
Workforce Investment Board

On Behalf of the San Francisco
Chief Elected Official

Signature

Signature

Craig K. Martin
Name

Willie L. Brown, Jr.
Name

Chairman, Private Industry Council
of San Francisco
Title

Mayor, City and County
of San Francisco
Title

Date

Date

ATTACHMENT 1 - NEGOTIATED LOCAL MEASURES OF PERFORMANCE

**PRELIMINARY LOCAL PLANNING INFORMATION
PERFORMANCE MEASURES FOR
WORKFORCE INVESTMENT ACT, TITLE 1, SUBTITLE B**

Section 136(c)(2) of the Workforce Investment Act (WIA) requires that the Local Workforce Investment Board, the Chief Elected Official and the Governor negotiate and reach agreement on the local levels of performance which are based on State adjusted levels of performance. WIA Section 136(b) requires that the Secretary of Labor and the Governor reach agreement on state levels of performance for each of the core indicators of performance and the customer satisfaction indicator for the first three program years covered by the State Plan.

In order to begin this process, the U.S. Department of Labor (DOL), Region VI, has requested that states produce data on the proposed WIA performance measure calculations, based on unemployment insurance wage records, using the most recent Job Training Partnership Act (JTPA) population. States may also choose to produce data on Job Service program participants as a substitute, or proxy, population for participants who will receive intensive services under WIA. Participants who receive intensive services under WIA are to be included in the WIA performance measurements.

Local Workforce Investment Areas (local areas) will have this data based on current JTPA Service Delivery Area configurations and October 1999 JTPA populations. No regression analysis will be applied to this data. Local areas that target special population service needs should use this information as part of the negotiation process.

The attached sheet is the format California plans to use to submit the negotiated levels as part of the State Plan. In order for the State to plan and negotiate effectively with DOL, local plans will use the same format when planning and negotiating levels with the State. The format reflects each of the performance indicators for adult, dislocated worker, youth (19-21), and youth (14-18). Local plans will also address the strategies that will be used to achieve the customer satisfaction performance indicator.

ATTACHMENT 1 (CONTINUED)**LOCAL AREA PERFORMANCE NEGOTIATIONS MATRIX
TITLE I CORE AND CUSTOMER SATISFACTION PERFORMANCE INDICATORS**

Performance Indicator	PY 2000	PY 2001	PY 2002	ADDITIONAL INFORMATION
Adults				
Entered Employment Rate				
Retention Rate				
Earnings Gain				
Credentialing Rate				
Dislocated Workers				
Entered Employment Rate				
Retention Rate				
Earnings Gain				
Credentialing Rate				
Youth (19-21)				
Entered Employment Rate				
Retention Rate				
Earnings Gain				
Credentialing Rate				
Youth (14-18)				
Diploma or Equivalent				
Attainment Rate				
Skill Attainment Rate				
Retention Rate				
Credentialing Rate				
Customer Satisfaction				
EMPLOYER				
Customer Satisfaction				
PARTICIPANT				
Customer Satisfaction				

ATTACHMENT 2 - COMMENTS THAT REPRESENT DISAGREEMENT WITH THE LOCAL PLAN

(Excerpts from a transmittal memorandum dated Feb. 14, 2000)

MEMORANDUM

TO: MEMBERS, STRATEGIC TRANSITION COMMITTEE
MEMBERS, TRANSITIONAL YOUTH COUNCIL

FROM: RAYMOND R. HOLLAND, INTERIM PRESIDENT

SUBJECT: PUBLIC COMMENTS, FIVE-YEAR STRATEGIC WORKFORCE
INVESTMENT PLAN

Attached are documents submitted in response to the PIC's request for public review and comment on San Francisco's Jan. 25th Draft Five-Year Strategic Workforce Investment Plan under the Workforce Investment Act. Your meetings of Feb. 15 and 16 are to consider the incorporation of these comments into the final Plan that you will forward to the Mayor and Private Industry Council next week.

This package contains all comments received by Friday afternoon, Feb. 11, 2000. Unfortunately the PIC staff lost access to the Internet late that afternoon and cannot determine if additional comments were posted. Since the official comment period ends February 24, additional comments will be saved for subsequent discussion after March 1.

Comments Received at Public Meetings:

1. Bay Area Legal Aid, Steven Bingham, 2 pages;
2. Committee of Contracting Agencies, Craig King and Zelda Saeli, 5 pages;
3. Equal Rights Advocates, Doris Y. Ng, 8 pages;
4. Homeless Employment Collaborative, Gary Knoblock and Rebecca Brockert, 2 pages;
5. One Stop Access Point Collaborative, unsigned (Maria Olivares?), 4 pages (excerpts);
6. San Francisco Housing Authority, Buddy Tate Choy, 2 pages;
7. Young Community Developers, unsigned (Dwayne Jones?), 2 pages;

Comments Received by U.S. Mail:

8. Korean Center, Inc., Youn-Cha Shin Chey, 1 page;
9. Walden House, Jennie Carpenter, 2 pages;

Comments Received by Internet e-mail:

10. Council Member John R. Cammidge, 1 page;
11. (Specific source unidentifiable), "JKM227", 1 page;
12. Intercultural Institute of California, Jack Suss, 1 page;
13. Self-Help for the Elderly, Lau M. Leong, 1 page;
14. Swords to Plowshares, Michael Blecker, 1 page;
15. Council Member John R. Cammidge, 2 pages.

Bay Area Legal Aid

San Francisco Regional Office
225 Bush St., 7th Fl.
San Francisco, CA 94104
Tel: 415-982-8399, Ext. 316
Fax: 415-982-4243
E-mail: sbingham@baylegal.org

February 10, 2000

Members
WIA Strategic Transition Team

Hand-Delivered

**Re: COMMENTS TO FIRST DRAFT OF SAN FRANCISCO'S INITIAL,
FIVE-YEAR, STRATEGIC WORKFORCE INVESTMENT PLAN**

Dear Members of the Transition Team:

Preliminarily, I wish to register my general support for the comments presented by the Executive Committee of the Committee on Contracting Agencies. This letter adds some additional comments of concern to future "consumers" of WIA services.

Local Vision and Goals

While I understand that it may be simpler to only provide narrowly focused answers to questions in the template, the five-year plan in reality becomes the mirror against which future policy choices are made. Consequently, I believe the document should articulate in broad brush strokes what the City and County's vision and goals for economic growth and employment, not simply WIA implementation. The draft document does not address at all the question as posed in the box on page 7 but only responds to "some specific questions that must be answered." This section should state in unequivocal terms the commitment to serve those most disadvantaged (see in more detail sections V(F) and V(G), pp. 24-26.) CCSF vision should include:

- affordable housing for all SF employees so that those who work here can afford to live here;
- in recognition that most entry-level jobs pay low wages, a dedication to a creating a public-private partnership to ensure career advancement opportunities for all San Francisco workers such that they can truly aspire to living wage jobs;
- a transportation system which works (perhaps referencing the options being discussed in the January 2000 nelson\nygaard Technical Memorandum on a San Francisco Welfare to Work Transportation Plan);
- a child care system (including employment-based sites) which is sufficiently comprehensive to accommodate the myriad needs of employed parents, particularly those who are single

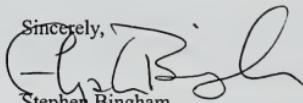
parents; and,

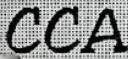
- a truly massive effort to ensure that those whose first language is not English or who are disabled have a level playing field when competing for employment opportunities.

Other Comments

- Once such vision/goals are articulated up front, the remainder of the document must reflect a commitment to implement them. It is remarkable that the draft plan says virtually nothing about the language and disability barriers faced by a large percentage of San Francisco's workforce (e.g. subsection 3, page 8; subsection B, page 10; section III(A), page 11).
- The best way to reduce the number of pages is to reduce section III (C), pp. 10-17.
- Sec. D, page 17: should include discussion about ESL, VESL and disability access.
- Sec. F, page 24: This is one of the few questions that addresses the needs of the limited English population (LEP's) and those who are disabled. The answer given is inadequate. There must be a stated commitment to ensuring that these populations have equal access to WIA programs.
- Sec. G, page 25 specifically asks what criteria will be used "in determining priority of service to ensure recipients of public assistance and other low-income individuals for [sic] intensive and training services." The answer is non-responsive. One of the fears of low-income and welfare advocates is that, when funds become scarce, those who historically received most of the JTPA-funded services will again be given priority. Since San Francisco's goal is to serve in priority low-income and welfare populations, it must state unequivocally that it will prioritize funding to these populations when adult funds are limited. The criteria used for such prioritization should include such things as lack of labor force attachment and past inability to achieve a self-sufficient wage.
- Sec. H, page 26: The WIB needs to do more than adopt policies. Given the historic exclusion of disabled populations from access to vocational services, particularly those who are welfare recipients, the response should include a new commitment to expand capacity to serve this population and reexamine administrative procedures to ensure equal access. (It is instructive to compare the very detailed response to the question in Sec. P, page 28, with the responses to Secs. G, H.).

Thank you for considering these views. As I have not completed my review of the draft plan, I may submit additional comments after today's public hearing.

Sincerely,

Stephen Bingham
Staff Attorney



Committee of Contracting Agencies

In partnership with the Private Industry Council of San Francisco

TO: Attention: Plan Comments

FROM: CCA Steering Committee:
Zelda Saeli, Asian Neighborhood Design (CCA Co-Chair)
Craig King, San Francisco Vocational Services (CCA Co-Chair)
Michael Blecker, Swords to Ploughshares
Devra Edelman, Haight Ashbury Food Program
Shirley Melnicoe, Northern California Service League
Laura Ware, Community Housing Partnership

DATE: February 10, 2000

RE: Five Year, Strategic Workforce Investment Plan for San Francisco

Two comments are offered re: how to reduce total pages. First, page numbering should start with the Executive Summary, not with the Table of Contents (this saves one page.) Second, Section III "Labor Market Analysis" (8 pages) should be cut down significantly, by summarizing information, and by appending reports or tables.

Other comments:

<u>Section</u>	<u>Page, Paragraph No.</u>	<u>Comments</u>
Executive Summary	2, 2	What is a "master" partner? Replace term with " <i>Local WIB</i> ", which is the authority that will develop San Francisco's workforce development system.
	2,4	Last sentence should read: " <i>Contracts for services to specialized populations</i> and Individual Training Accounts will be established for those requiring such support."
I.D. Plan Development Process	6,7	Remove first sentence ("there is no such thing as a final strategic plan.") Describe the process resulted in the plan that is being submitted. Indicate that: " <i>Further modifications to the plan may be submitted, as additional information is acquired and decisions made by the Local WIB</i> ".
II, A 1 Local Vision	7	Vision statement should lead with: " <i>San Francisco's growing economy is characterized by a widening gap in quality and quantity of job opportunities for unskilled and skilled workers. Recognizing the harsh</i>

		<i>consequences for those who are left behind, the City is committed to designing and implementing a workforce development system that prioritizes scarce WIA resources for those most in need. Our first priority is to create meaningful job and training opportunities for low income San Francisco residents with multiple barriers to employment. Further recognizing that obtaining and retaining a job is complicated by escalating housing costs, lack of adequate child care, and transportation difficulties, the Local WIB will coordinate and enrich its workforce development plans and activities through consultation with policy and planning bodies working on child care, transportation, housing and other supportive service needs."</i>
II, B. Local Vision	10,6	<p>Add to list of economic and development goals: <i>(9) Achievement of a living wage.</i></p> <p>Add to list of system strategies:</p> <ul style="list-style-type: none"> • Training in vocational English-as-a-Second-Language for the large immigrant population. • Expansion of opportunities for low income persons with multiple barriers to employment in On-the-Job training through union apprenticeship programs. • Promotion of hiring and On-the-Job Training of disadvantaged San Francisco residents by San Francisco employers. • Increase in duration of On-the-Job Training to enable disadvantaged job seekers to attain higher skilled and higher paying positions. • A network of community-based, culturally-sensitive service providers.
III, A	11, 9	Add language: "Case Management and supportive services to address multiple barriers to employment, as well as specific vocational training, are effectively provided by community-based organizations. Contracts for services to specialized populations will ensure adequacy of targeted funding for comprehensive approaches to employment training and placement."
III., B. Labor Market Analysis	12,7 "Help"	Replace sentence beginning "The precise structure of..." with: "The Local WIB will convene a forum of employers and training providers to discuss how best to meet local workforce development needs. Participating employers will provide detailed information on current job opportunities and specific skill requirements (soft and hard skills) to promote the development of essential employment competencies."
	11-18	Insert language: "While many newly created jobs will be

			<i>in technical and professional employment, these are not realistic entry level vocational goals for disadvantaged job seekers. A continuum of employment training services will be provided to promote career advancement. WIA funds will be prioritized through training contracts with Community Based Organizations and other vendorized providers to prepare persons with multiple employment barriers for entry level jobs with advancement potential. These jobs are concentrated in clerical, administrative support, and service occupations. Such jobs can often be attained through short term, intensive occupational classroom training and on-the-job-training. Basic skills remediation and English as a Second Language will be offered in preparation for specific vocational training. Lifelong education for career advancement will be available through City College and other educational providers."</i>
III, D. Job skills required	17, "help"	6	<p>Insert language: "Jobs at every level require "soft skills", including: communication skills, motivation/initiative, teamwork, leadership, and interpersonal skills. Relatedly, basic academic skills in written and verbal English, as well as math, are considered essential at all job levels. For entry level jobs, specific vocational skills can be taught through short-term, intensive occupational classroom and on-the-job training. More advanced technical and professional jobs require more extensive training, often a college degree, and specialized graduate studies, as well as work experience."</p> <p>"English as a Second Language training is critical to build the employability of San Francisco's large and growing monolingual immigrant population."</p> <p>"In the current strong economy, job seekers with disabilities, homeless persons, and public assistance recipients, as well as others with multiple barriers to employment, make up a disproportionate number of the unemployed. They may need intensive vocational training as well as case management and supportive services in order to acquire the soft and hard skills sought by employers."</p>
	18, 2		Strike out paragraph indicating "few opportunities for low-skill workers." Insert: "There remains a sizable core of entry level employment opportunities. As shown in the chart on p. 15, a projected 21.9% of jobs in San

		<i>consequences for those who are left behind, the City is committed to designing and implementing a workforce development system that prioritizes scarce WIA resources for those most in need. Our first priority is to create meaningful job and training opportunities for low income San Francisco residents with multiple barriers to employment. Further recognizing that obtaining and retaining a job is complicated by escalating housing costs, lack of adequate child care, and transportation difficulties, the Local WIB will coordinate and enrich its workforce development plans and activities through consultation with policy and planning bodies working on child care, transportation, housing and other supportive service needs."</i>
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		<i>in technical and professional employment, these are not realistic entry level vocational goals for disadvantaged job seekers. A continuum of employment training services will be provided to promote career advancement. WIA funds will be prioritized through training contracts with Community Based Organizations and other vendorized providers to prepare persons with multiple employment barriers for entry level jobs with advancement potential. These jobs are concentrated in clerical, administrative support, and service occupations. Such jobs can often be attained through short term, intensive occupational classroom training and on-the-job-training. Basic skills remediation and English as a Second Language will be offered in preparation for specific vocational training. Lifelong education for career advancement will be available through City College and other educational providers."</i>
III, D. Job skills required	17, "help"	<p>6 Insert language: "Jobs at every level require "soft skills", including: communication skills, motivation/initiative, teamwork, leadership, and interpersonal skills. Relatedly, basic academic skills in written and verbal English, as well as math, are considered essential at all job levels. For entry level jobs, specific vocational skills can be taught through short-term, intensive occupational classroom and on-the-job training. More advanced technical and professional jobs require more extensive training, often a college degree, and specialized graduate studies, as well as work experience."</p> <p>"English as a Second Language training is critical to build the employability of San Francisco's large and growing monolingual immigrant population."</p> <p>"In the current strong economy, job seekers with disabilities, homeless persons, and public assistance recipients, as well as others with multiple barriers to employment, make up a disproportionate number of the unemployed. They may need intensive vocational training as well as case management and supportive services in order to acquire the soft and hard skills sought by employers."</p>
	18, 2	Strike out paragraph indicating "few opportunities for low-skill workers." Insert: "There remains a sizable core of entry level employment opportunities. As shown in the chart on p. 15, a projected 21.9% of jobs in San

		<i>Francisco are found in clerical and administrative support occupations. Additional entry level jobs are found within the category of "service" occupations with jobs at diverse skill levels including security guards, building maintenance workers, restaurant workers, commercial artists and computer programmers. Service occupations, account for another 16.5% of total jobs projected in 2002."</i>
IV, A 2. Leadership	18, 8	Option 2 can be struck: Access Points may be considered "affiliates" rather than partners. Access Points must be represented on the Council, but can be represented by a CCA representative or equivalent Access Point association representative.
IV, D State's Strategic Goals	20, 2	Paragraph 2 is argumentative. Strike and replace with: <i>San Francisco's strategic plan maintains a vitally needed focus on closing the employment gaps for targeted "hard to serve" persons, while also addressing the employment needs of the "universal" population. (See State Plan, Sec. III, A,3, pp. 7-8.)</i>
V, A One Stop Service Delivery System	21, 1	Strike section referring to "four" One Stop Career Centers, as this would spread scarce WIA resources thinly and ineffectually. The past two years experience demonstrates that San Francisco's partners have been unable or unwilling to adequately deliver the full range of core services to the universal population at <u>two</u> locations. EDD has signaled its intention to reduce its commitment to the Career Link location, and to shift staff to 745 Franklin Street. CCA urges that WIA dollars be prioritized for intensive and training services as needed by low income persons with multiple barriers to employment, and that commitment be limited to establishment of <u>one</u> physical One Stop Career Center. We urge that partners take advantage of operational cost savings at the State-owned building located at 745 Franklin Street in the Western Addition. Electronically networked "Access Points" located throughout the City will promote maximum community-based access to the information and services available at the physical One Stop Center."
V, A	21, 7	Add: <i>"The central client information database will provide for secured, password-protected access to individual client records to assist in case management and tracking. Sensitive information will be provided with written client consent on a strictly need-to-know basis. Partners may collect additional information for their</i>

			<i>own records that will remain privileged."</i>
V, B Process for selecting One Stop Operator	22, "Help"	8	Strike paragraph beginning: "Before One Stop operator(s) can be determined...". Replace with " <i>San Francisco envisions a dynamic consortium of mandated partners and affiliates providing services through the One Stop Center system. Discussions among these partners are currently taking place regarding the organizational and decision making structure, as well as fiscal accountability and liability. This consortium will report to a Manager and staff employed by an operational/administrative entity to be contracted by the Local WIB.</i> Consideration for this administrative contract will be restricted to non-service providers with a history of successful employment program administration, who demonstrate affinity for the diverse cultures of San Francisco, as well as knowledge of the local employer community and local employment resources."
V, R Process to document failed negotiations for Memoranda of Understanding	30, "Help"	4	Add: <i>The Council as "Alternate Entity" will initiate negotiations for MOU's with all mandated partners no later than March 31. A timeline will be established for meetings and other work tasks needed to finalize the process. Minutes will be recorded, and correspondence documented. Any negotiation that does not result in a signed MOU by May 30, 2000 will be considered a "failed negotiation." Notification to the State WIB will be sent, with accompanying documentation of negotiations.</i> "
VII, D Administrative Requirements	39, "Help"	8	Proposed definition of youth who require additional assistance to complete an educational program or to secure and hold employment : <i>"Persons aged 14 to 21 years who require supportive services and/or longer term education and skill training due to multiple barriers to employment, including: enrollment in special education, school drop-outs, students maintaining less than a "C" average, truants, persons with Limited English Proficiency, persons with disabilities including learning disabilities, physical and mental disabilities, and sensory impairments, offenders, single parents, non-custodial parents, pregnant women, persons with substance abuse and alcohol problems, homeless persons."</i>

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Equal Rights Advocates

Since 1974, Fighting for Women's Equality

February 10, 2000

By Hand Delivery

Attention: Plan Comments

Private Industry Council of San Francisco
1650 Mission Street; Suite 300
San Francisco, CA 94103-2490

Re: Comments to San Francisco's Five Year Strategic WIA Plan

Dear Sir/Madam:

Equal Rights Advocates (ERA) is a public interest law firm dedicated to ending discrimination against women and girls. We litigate, conduct public education campaigns and engage in legislative and administrative advocacy in the areas of welfare reform, affirmative action, sexual harassment in employment and schools, and sex discrimination in employment.

ERA is the lead agency for a statewide organizing project, Californians for Family Economic Self-Sufficiency (CFESS). CFESS is made up of more than 40 community-based organizations, advocates, and local and state agencies that work to promote policies that help welfare recipients and other low-income families escape poverty. CFESS has been working with various stakeholders in California on the planning and design of California's Workforce Investment Act implementation. We have also participated on several Workforce Investment Act-related committees in San Francisco.

Thank you for opportunity to submit comments to the San Francisco Draft Workforce Investment Act Plan. We appreciate the enormous work and efforts that have gone into drafting the plan. San Francisco has the opportunity to establish and operate a Workforce Investment System that truly meets the needs of jobseekers, employers and indeed, all San Franciscans. We hope that the following general and specific comments will assist the Strategic Transition Committee to develop a Five Year Plan that will meet these goals.

1. Executive Summary

Page 2, 2nd Paragraph:

We recommend deleting "citizens and qualified aliens" and inserting "eligible individuals". We should not restrict services (especially core services) only to citizens and qualified aliens. The federal law is not necessarily so restrictive. In San Francisco,

where so many individuals are immigrants, we should decide as a matter of policy that we would strive to offer services to whoever is eligible and needs services. We should adopt a broad interpretation of who is eligible to receive core services.

Page 2, 4th Paragraph: after “Individual Training Accounts” insert “and contracts” to clarify that training services will be provided through ITAs and contracts.

Page 2, 5th Paragraph: After “ADA” insert “Title VI of the Civil Rights Act of 1964, the Dymally-Alatorre Act, and any other federal, state or local law that provides for services to limited English proficient individuals.” We also recommend inserting at the end of this paragraph that: “San Francisco will deliver its workforce investment services in a manner that does not discriminate on the basis of religion, sex, sexual orientation, pregnancy or age.” This clarifies that San Francisco will ensure that workforce investment services do not discriminate on these bases.

Page 3, 1st Full Paragraph: We recommend that San Francisco conduct a labor market analysis that would provide all the information needed to implement the WIA plan in the most effective manner possible. This would include surveys and analysis of the unemployed and underemployed, focus group research of key employers, in addition to labor market analysis of job growth, wages and benefits offered by job openings, and the infrastructure (education and training, housing, transportation, childcare) available to meet the needs of workers and employers. This kind of approach is referred to as a “Sector Employment Intervention” strategy.

A sector strategy seeks to target higher wage jobs or jobs with the potential for higher wages for placement by low-income individuals. It accomplishes this by adding value to both the employer and the jobseeker. A sector approach begins with research but does not stop there. The next stage is to engage the employers, jobseekers and other stakeholders in development of ways to connect jobseekers to higher wage jobs. Several cities across the country, including in California, have used the sector approach in their welfare-to-work systems and in the design of their workforce investment systems. San Francisco should take the lead in California to use this approach in its WIA planning and implementation.

Commitment to a sector approach would also help San Francisco better serve workforce investment services seekers (both employers and jobseekers) by involving them in the design of educational, training and other services. Specifically, on pages 11-18, Section III.A., B. and D., the use of a sector approach would help San Francisco better design its workforce investment system and services, thus ensuring that employers and jobseekers receive help or resources that meet their particular needs. Without a sector approach, unfortunately, too many of the services and the new system design will merely match jobseekers to low wage jobs and at its worse create a mismatch between the services provided through the new system and what employers and jobseekers need.

Local Vision and Goals

Page 7, Section II. A.:

We recommend including the following broad vision statement in this section “San Francisco seeks to provide quality services and resources to employers, jobseekers, and other stakeholders to ensure full employment in jobs that pay enough to sustain healthy families. We endeavor to do so through the development of a Workforce Investment System that adds value to both the employer and the jobseeker, uses significant resources to target higher wage jobs (including nontraditional employment), promotes self-sufficiency through microenterprise and other small business training and support, offers up-assessments of skills, interests, aptitudes and barriers to employment and offers to eligible individuals services to remove barriers and increase skills, and that integrates First Source Hiring, Living Wage Ordinances, and other innovative proposals and policies.”

Page 8, Subsection 3:

Insert at the end of the paragraph “including, but not limited to, microenterprise training and support opportunities, training for nontraditional occupations. They also will be able to acquire information about the wages needed for their family size and type to make ends meet without government assistance and the wages and benefits offered by available jobs.” The addition of this language in the Plan will ensure that important information that low-income and other individuals need to develop employment and income goals will be provided to them through the Workforce Investment System.

Page 9, 1st Paragraph:

Insert “barriers” between “aptitudes” and “interests.” This clarifies that initial assessments shall also include identification of barriers to employment.

Page 9, 2nd Paragraph:

Insert “career, drug, alcohol, domestic violence, or mental health” before “counseling.” This clarifies that intensive services may include, but is not limited to, counseling for removal of these barriers.

Page 9, 3rd Paragraph:

Insert at the end of this paragraph “And specific outreach to low-income, minority, disabled, and immigrant communities.” This provides that San Francisco is committed to ensuring that Universal Access to the One-Stop System will specifically include disadvantaged communities.

Page 10, Subsection B., 1st Paragraph:

On line 3, before “welfare recipients” insert “low-income and”. This clarifies that one of San Francisco’s goals is to help welfare recipients and other low-income individuals achieve self-sufficiency. Too often, we refer to one group without reference to the other group, when in reality many welfare recipients are the working poor. Moreover, many low-income individuals also need help with attaining self-sufficiency.

On line 4, after “customer-oriented” insert “individualized”. Inclusion of the word individualized highlights that San Francisco will strive to provide individualized attention to each customer (that is, afterall, the goal of a customer-focused service). What advocates, administrators, caseworkers and service providers hear repeatedly from welfare recipients is the Work First system does not work because it operates as a “one-size-fits-all” program. We must strive for a system that meets individuals’ needs.

Page 10, Subsection B., 2nd Paragraph: These recommendations relate to San Francisco’ broad strategic economic and workforce development goals.

Under number 1, insert “Full” at the beginning so that our goal is full-employment.

Under number 2, define “Self-Sufficiency” as “the minimum wages an adult must earn to make ends meet for his or her family size without government assistance.” In 1996, such a self-sufficiency standard was calculated in all 58 counties in California, including San Francisco. Californians for Family Economic Self-Sufficiency (CFESS) will update this standard in May, 2000. Numerous local Living Wage Campaigns in California (including in San Francisco) have relied on this standard, as has San Francisco’s Department of Human Services in its development of employment plans for welfare recipients.

Under number 4, after “efficient” insert “effective”.

Under number 7, insert “and safe” after “high performance”. Workplaces must be safe and high performance.

Insert new number 9: “Integration of infrastructure (childcare, transportation, education and training programs, affordable housing, etc.”

Insert new number 10: “Use of technology and training on the use of technology to ensure that all potential users and users can benefit from the system.”

Page 10, Subsection B., 3rd Paragraph: These recommendations refer to what San Francisco’s Workforce Investment System will provide. We recommend including language that clarifies that these lists are not exhaustive but merely illustrative.

Insert a new bullet between first and second one that says “Individual, up-front assessments to identify skills, aptitudes, experience, barriers and interest;”

Under the fourth bullet, insert at end “and provision of computer and technology training to jobseekers on how to use these features;”

Insert new bullet at end “Connection to childcare, transportation, affordable housing assistance, resources and referrals.”

Insert a new bullet at end “Co-location of counselors and social workers that can provide assessment, assistance and referrals for mental health, alcohol and substance abuse, domestic violence and mental and physical disability and accommodation issues.”

Insert a new bullet at end “Appropriate and equal services and opportunities for limited English proficient individuals.”

2. Labor Market Analysis

As stated above, we recommend that San Francisco take the lead in California by incorporating the sector employment intervention model of conducting labor market analysis and systems design. Much of the questions that the Draft Plan leaves unanswered in this section could be answered by conducting a sector analysis in San Francisco.

The Sector approach analyzes the available higher wage occupations in growth industries and the education and skills levels required for these jobs and then links this information to analysis of the existing skills sets of local unemployed and underemployed populations. Sector research also answers the question of what do employers in high growth industries need in terms of its workforce by involving employers in the design of programs that will meet their needs. Sector enhances and expands on traditional labor market analysis to ensure that this information is useful to jobseekers, trainers, educators, service providers, and employers. Throughout the country, there are numerous sector programs that successfully target higher wage employment for welfare recipients and other low-income individuals.

3. Leadership

We recommend clarifying this section to reflect the most recent decision of the Private Industry Council that application to the state for alternative entity designation should be conditioned on the non-approval of the local Workforce Investment Board (for technical or other reasons). The plan should state that it is San Francisco’s intention and desire to replace the existing structure with a newly formed local Workforce Investment Board.

We recommend that the Mayor appoint a new Local Workforce Investment Board, consisting of all mandatory members and at least one additional representative from the low-income advocacy community and one additional representative who is or recently was a welfare recipient. Inclusion of one of the most disadvantaged constituents directly affected by WIA will ensure that their concerns are considered.

Our recommendation is essentially choice number 4 on page 18 of the Draft Plan. Moreover, we believe that it would make sense to designate or certify the One-Stop operator(s) that currently exists: the various Career Centers. The LWIB should require that the consortium of partners form a nonprofit corporation with a Board of Directors. The chair of the Board of the One-Stop also should be a member of the LWIB. Under this structure, the LWIB can focus on the policies, supervision and “big picture” issues faced by the entire Workforce Investment System, while leaving the day-to-day operational issues faced by the One-Stop system to the One-Stop Board and staff. To ensure maximum participation, cooperation and accountability, the One Stop Operator should be expanded to include not only the mandatory partners but also those community-based groups that have demonstrated effectiveness in reaching and serving low-income and other disadvantaged communities.

In accordance with federal law, the LWIB could at some point decertify or terminate the One-Stop and certify a different operator in the event that the One-Stop is not meeting its goals or purposes.

4. Local One-Stop Service Delivery System

Page 23, 2nd Full Paragraph:

On the first line, insert “effective communication” after “infrastructure”. A key to operating an effective One-Stop System will be effective communication among all mandatory and nonmandatory partners. We recommend inserting language that clarifies that San Francisco will certify a One-Stop operator that will include some community-based service providers that are not mandatory partners. We also recommend that One-Stop operator staff receive appropriate training about all the partner programs, contracted services, and certified trainer programs. Finally, we recommend that San Francisco set aside funds to assist nonprofit service providers to become certified providers and develop public relations materials so they can compete with for-profit and other entities that may have more resources than smaller, nonprofit providers.

Page 23, Subsection D:

Under this first paragraph, next to last sentence, we recommend inserting “individual, up-front” before the word “assessment”.

Under the second paragraph in this section, we recommend clearly stating that intensive services will include short-term educational and/or training programs, where appropriate.

We commend the drafters of the plan for inclusion of the third paragraph under this subsection, which states that San Francisco will not operate a “failure-based system.” We recommend also including language from the federal regulations that state that

“There is no minimum amount of time that a customer must spend in each service (core, intensive, training) before being allowed to move to the next level of service.”

Page 24, Subsection E:

To ensure that San Francisco will meet the needs of displaced homemakers, welfare recipients and other women, we recommend inserting at the end of the second paragraph of this section: “San Francisco plans to incorporate information about and training in nontraditional occupations throughout its workforce investment system. We plan to ensure that a sufficient range of certified providers are available to provide training in nontraditional occupations.”

In the fourth paragraph, we recommend rewriting it to state: “Those with limited English proficiency will be offered services including but not limited to appropriate ESL or contextualized ESL and job training programs.”

In the last full paragraph, third line down, we recommend inserting “barriers” after the word “abilities”. At the end of this paragraph, we recommend inserting: “Core services will also include information and counseling about each individual’s self-sufficiency standard – the wage she or he needs to earn to make ends meet for her or his family size, without government assistance.”

Page 25, Intensive Services:

Again, we recommend defining “self-sufficiency” as used in the first paragraph to mean “the amount of wages an individual needs to earn to make ends meet for his or her family size without government assistance.”

In the last full paragraph of intensive services section, again, we recommend clarifying that intensive services can include short-term education and/or training programs.

Page 25, Training Services:

At the end of the first paragraph, we recommend deleting the sentence “The training must be directly linked to the employment opportunities in the city.” Instead, we recommend allowing vouchers to be used for employment that may exist in cities other than San Francisco, so long as the employment exists. Similarly, we recommend allowing use of vouchers issued in San Francisco to be used in programs outside of the city. This would allow for the most flexibility, which is particularly need in the Bay Area, where much of the success of San Francisco is connected to the residents, businesses, economy and infrastructure of nearby cities.

We recommend that the Draft Plan indicate that services, including training services through ITA’s or contracts may include a package of different services. For example, a jobseeker may require literacy and job training skills. These needs may be

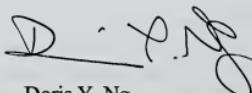
met through training that contextualizes literacy and job skills training. Or, these needs may be met through job skills training delivered by one provider and literacy through another provider. The ITA should be flexible enough to cover a package of services.

Page 26, Subsection H:

We recommend inserting language that expresses San Francisco's intent to comply with requirements for immigrants and the limited English proficient population, including federal, state and local laws. We also recommend that San Francisco include in its plan that it will ensure nondiscrimination and equal opportunity by close monitoring of the system, establishing an effective and speedy grievance system, review of reporting requirements that contain demographic data of persons served, and through evaluation of the delivery of services to disadvantaged populations, including but not limited to ensuring a sufficient range of certified providers that provide services for limited English proficient individuals.

Thank you for considering these comments. Please call me if you have any questions.

Sincerely,



Doris Y. Ng
Staff Attorney and Director of Californians for
Family Economic Self-Sufficiency (CFESS)

cc: Cindy Marano, Wider Opportunities for Women

Public Testimony

To: Workforce Investment Act Transition Committee
From: Gary Knoblock & Rebecca Brockert, Co-Chairs of the Homeless Employment Collaboration
Date: 02/09/2000
Re: Employment needs of Homeless and Formerly Homeless San Franciscans

Ten experienced agencies came together 4 years ago to create the Homeless Employment Collaboration (HEC) to create a network of employment services equipped to address the complex needs of homeless and formerly adults who are trying to reenter the workforce. The HEC emerged out of frustration that the JTPA system was unable to address the needs of a population confronting multiple barriers to work.

As California and San Francisco move towards implementation of the local WIA Plan, we want to reinforce the basic principles that need to be included if we are going to meet the needs of homeless and formerly homeless job seekers.

Experience has taught us that an effective WIA plan must include the following:

- ❑ **Prioritize resources for homeless job seekers:** Resources available under WIA need to be prioritized to meet the complex needs of homeless and formerly homeless people because they are confronting complex barriers to gaining sustainable employment.
- ❑ **Wholistic services needed:** Homeless and formerly homeless job seekers will not benefit from stand-alone vocational and educational services but need services that are integrated with support services such as housing and case management.
- ❑ **Contracts are better payment method:** A "Voucher" funding method, while appealing as a way to use the market place to ensure high quality, is misleading and inappropriate for the homeless and formerly homeless population: many traditional vocational programs are not equipped to effectively address the myriad of barriers confronting homeless and formerly homeless people who want to go to work.
- ❑ **Set Realistic Performance Standards:** Performance standards for specific populations should be adjusted based on experiential data from past performance outcomes for those groups. A universal, fixed high performance standard would foster recruitment and selection of persons who are most likely to succeed rather than the most needy.

- ❑ **CBO Involvement:** CBOs and their constituencies need to be fully and democratically represented in strategic planning activities for California's and San Francisco's transition to the Workforce Investment Act and in the One Stop Career Centers.

Members of the Homeless Employment Collaboration

Ariba Juntos

Goodwill Industries

Central City Hospitality House

Episcopal Community Services

Catholic Charities

Community Housing Partnership

Toolworks

Northern California Service League

San Francisco Vocational Services

Swords to Plowshares

Mission Hiring Hall



ACCESS POINT COLLABORATIVE

Definition: **Access Points** n. (*ak'ses points*) – agencies throughout the city where customers (job, education, and training seekers, employers, and service providers) can access, directly or through a referral process, services available within the One Stop system.

This statement has been drafted to help clarify what seems to be for many a mystery. The One Stop Access Point Collaborative would like to bring a greater understanding to all concerning the role of our group and its accomplishments to-date. As detailed in the One-Stop grants, the Access Point concept was included in the initial plans for a One Stop system in San Francisco. For more than two years, the Access Point Workgroup has been meeting to discuss and model the role of community-based organizations in the local One Stop system. Driven by the plans outlined in the One-Stop grants, the group has been meeting consistently to accomplish these tasks. Members have contributed significant amounts of time to address issues critical to the day-to-day operations of agencies that serve the neediest populations. For those attending the meetings, it has been an opportunity to bring problems, such as technical issues, to the Collaborative table for discussion and solution. Through a series of surveys, comprehensive information - about who provides what services where - has been collected and shared. By rotating the meeting locations, the group has toured the facilities of 12 different agencies. Through the development of the One Stop web site, the Access Points have created a way to share client information, make inter-agency referrals, and exchange information electronically. Each project that we have taken on has been approached in a collaborative spirit. Relationships and linkages have strengthened the alliance – originally made up of 16 agencies, the Collaborative has since doubled to 32, and continues to grow. The benefits of interagency collaboration, though challenging, have become obvious. Some of the advantages for the Access Points have included increased electronic capacity, training opportunities, and joint marketing efforts.

Attached please find a copy of the Access Point Information packet, containing documents detailing many of the activities, agreements, and other projects we have completed.



Access Point Collaborative

RECOMMENDATIONS

1. REPRESENTATION

We recommend that -

- this Collaborative be represented as a partner on the local WIB with an MOU (in addition to other CBO representatives)
- this Collaborative participate in the operational functions of the One Stop system through active participation on appropriate committees

2. UNIVERSAL ACCESS

We recommend that -

- this Collaborative be recognized for providing universal access to services for all populations, especially those that have special needs and/or multiple barriers to employment
- there be multiple physical points of entry into the One Stop system that incorporates Access Points and not be limited to the Career Centers
- the Access Point Collaborative have a presence at the Centers, on the One Stop web site, and in marketing materials for the One Stop system

3. ELECTRONIC SYSTEM

We recommend that

- the plan promotes the widespread use of the One Stop electronic system and expand its current capacity
- the One Stop system deploy a client tracking / case management system for management of client data

4. CONTRACTS AND VOUCHERS

We recommend that -

- The plan supports the utilization of both contracts and vouchers, taking into account the successful track record of the current system of contracting

5. CERTIFICATION OF ELIGIBLE SERVICE PROVIDERS

We recommend that -

- the Access Point Collaborative be included in the process of defining criteria for determining eligibility of service providers
- existing employment and training programs with a successful track record be recommended for certification



ACCESS POINT COLLABORATIVE

SCOPE OF ACTIVITIES JANUARY '98 - JANUARY 2000

Jan. '98	<ul style="list-style-type: none">▪ Held first meeting of the Access Point Workgroup, with 16 agencies▪ Began defining the roles and responsibilities<ul style="list-style-type: none">▪ Designated staff, share information, make referrals, participate in projects▪ And listing the benefits▪ Includes resources, referrals, technical support, equipment, and training
Feb. '98	<ul style="list-style-type: none">▪ Toured Career Link Center▪ Defined core services for employers and jobseekers▪ Reviewed roles and benefits of the Access Points▪ Distributed Technology Survey▪ Defined elements of MOU's – distribute draft "Letter of Agreement"
Mar '98	<ul style="list-style-type: none">▪ Submitted Technology Grant proposal▪ Charted and distributed results of Technology Survey▪ Drafted Access Point Participation Agreement
April '98	<ul style="list-style-type: none">▪ Began planning web site▪ Defined the role of the Access Point 'ambassador'<ul style="list-style-type: none">▪ the point person from each agency to handle all communications with One Stop, attend meetings, provide current information, attend trainings
May '98	<ul style="list-style-type: none">▪ Participated in Technology Roundtable with State Electronic One Stop▪ Began developing marketing plan for Access Points
June '98	<ul style="list-style-type: none">▪ Distributed Access Point Survey and Survey Guidelines▪ Discussed criteria and priorities for distributing Technology Grant equipment▪ Defined the identity of One Stop San Francisco on the Internet
July '98	<ul style="list-style-type: none">▪ Issued RFP for web site development▪ Attended training for SFPL Community Connection database▪ Distributed Survey Results
Aug. '98	<ul style="list-style-type: none">▪ Provided input for proposal reviews for web site development▪ Establish timeline for distributing equipment and training▪ Attended all-day web site usability workshop
Sept. '98	<ul style="list-style-type: none">▪ Selected web site development firm of 415 Productions▪ Discussed web site issues such as usability, content, and special needs▪ Planned to 'Train the Trainer', will include computer and Internet basics
Oct. '98	<ul style="list-style-type: none">▪ Clarify web site issues such as translation of other languages & field-testing▪ Discuss potential for electronic client tracking and case management
Nov. '98	<ul style="list-style-type: none">▪ Discuss follow-up/tracking, including reporting, outcomes, and placements▪ Distribute skills survey to identify training needs of Access Point staff▪ Identify other technical issues such as Internet access, wiring, networking
Dec '98	<ul style="list-style-type: none">▪ Focus group with 415 - skills standards, what employers are asking for▪ ITEC conference, One Stop best practices and technology products

Jan '99	<ul style="list-style-type: none"> ▪ Conducted a series of working meetings to design Skills Bank ▪ Completed round of surveys conducted by 415 for web site "wish list" ▪ Provided input regarding the selection of computer training provider
Feb '99	<ul style="list-style-type: none"> ▪ Previewed and critiqued first phase of web site ▪ Attended training for SFPL Community Connection database
March '99	<ul style="list-style-type: none"> ▪ Focus groups with 415 Productions ▪ Field-tested web site with Access Point staff and clients
April '99	<ul style="list-style-type: none"> ▪ Critiqued draft of Computer Equipment MOU ▪ Began distributing computers to Access Point agencies
May '99	<ul style="list-style-type: none"> ▪ Distributed coupons for computer training at New Horizons ▪ Discussed overview of Workforce Investment Act ▪ Coordinated pilot of Skills Bank
June '99	<ul style="list-style-type: none"> ▪ Distributed free Internet access accounts to Access Points ▪ Conducted web site orientations
July '99	<ul style="list-style-type: none"> ▪ Participated in field tests and trainings ▪ Continued distribution of computers to Access Points
August '99	<ul style="list-style-type: none"> ▪ Began discussions for phase two of web site project ▪ Identified issues critical to Access Points for future meetings <ul style="list-style-type: none"> ▪ Priorities to include impact of the new legislation and addressing technology needs
Sept. '99	<ul style="list-style-type: none"> ▪ Formed team for phase two of web site development ▪ Advanced discussions concerning Workforce Investment Ace and the CBO
Oct. –	<ul style="list-style-type: none"> ▪ Conducted discussions concerning the role of the Access Point Workgroup
Dec. '99	<ul style="list-style-type: none"> ▪ Continued planning for the electronic system and increased connectivity ▪ Proposed ways for Access Points to participate as One Stop partners



SAN FRANCISCO HOUSING AUTHORITY

440 TURK STREET • SAN FRANCISCO, CALIFORNIA 94102 • (415) 554-1200

February 10, 2000

The Private Industry Council
Of San Francisco, Inc.
1650 Mission Street, Suite 300
San Francisco, CA 94103

Dear Council Members:

On behalf of the San Francisco Housing Authority and Executive Director Ronnie Davis, I would like to commend the *Private Industry Council* for its efforts in providing job training opportunities for residents of public housing.

The Housing Authority is also quite happy that it has a representative on the Transitional Youth Committee as outlined under the *Workforce Investment Act*. The Housing Authority cherishes the opportunity to work with others in the community in formulating a strategic plan that will train residents for 21st century employment opportunities.

This evening, I would like to talk about the importance of maintaining a viable summer youth employment program. Over the last three years over 900 Housing Authority youths have participated in PIC-sponsored summer jobs. For many of these residents, it was their first job. We at the Housing Authority are actively promoting economic self-sufficiency among the residents we serve. Summer youth jobs are an integral part of that promotion.

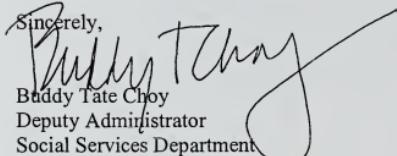
We at the Housing Authority will work with the Council and staff to preserve this program and to find a way to recover approximately 225 summer job slots that were reserved for Housing Authority youths. These slots are now gone because the consent decree between the *San Francisco Unified School District* and the *National Association For the Advancement of Colored People* no longer exists.

We have a booming economy right now. However, most of the residents of public housing have not shared in these robust times. There is still a great need for job training programs, entry-level jobs and summer jobs that emphasize quality soft-skill development. **PIC's summer youth employment program does this.** That is one of the primary reasons why the Housing Authority has a *Memorandum of Understanding* with the Private Industry Council.

(2)

In closing, I want to reiterate the Housing Authority's desire to continue to participate in the WIA planning process and its desire for a robust summer youth employment program in the year 2000. Thank you very much.

Sincerely,


Buddy Tate Choy
Deputy Administrator
Social Services Department

Cc: Ronnie Davis, Executive Director, San Francisco Housing Authority
Sharen Hewitt, Executive Office, San Francisco Housing Authority



Young Community Developers, Incorporated

(415) 822-3491 / 1715 Yosemite Avenue San Francisco, CA 94124 / Fax (415) 822-4958

Public Comment on the City and County San Francisco's Draft Workforce Development Plan

Young Community Developers, Inc. is the primary employment and training entity in the Southeast sector of San Francisco. Since 1973, through successful program implementation the organization has become the primary job placement organization and the only entity in the southeast sector offering free hard skills training for community residents. The Bayview community has been historically disconnected from the labor market for a variety of reasons. Primary reasons for this is the lack of job readiness and vocational training and limited employment opportunities within the community and poor access to opportunities outside the community. This dilemma is the direct result of malign neglect and geographical isolation.

For many years, YCD has been the primary facilitator of services for youth and adults via JTPA resources. Our SYETP, OJT and IR programs have been extremely successful in facilitating access into the labor market. The unresolved issues and gaps in service provision that exist in this first draft of the Strategic Workforce Investment Plan cause great concern for the populations we serve.

In accordance with legislation, it is your intent to streamline services currently offered through multiple agencies and locations by consolidating services through One-Stop Centers and Access Points. As the only Access Point in the Southeast sector, it is clear that the role of the Access Points must be significantly increased as we act as the first and often only point of contact with local job seekers and employers. Formal MOUs between the Access Point local One-Stops must be developed. These MOUs should outline roles and responsibilities in an effort to eliminate gaps in service. Co-location is a concrete method of insuring continuity of service implementation.

If one of the goals of this plan is to help individuals manage their own careers, we must first understand that individuals must be given the tools and mindset that would facilitate this self-management. For various cultural, institutional and geographical reasons some communities, like Bayview, have greater disconnection to the labor market than other communities. Legislation requires the establishment of Individual Training Accounts. This is certain to be problematic for a client with limited exposure to training methodology, career options, labor market and most importantly, limited understand of this evolving service delivery system. Thus, the plan should maintain some level of flexibility to allow appropriate allocation of resources to address these realities. And, this allocation should be framed in a manner that meets legislative guidelines however, executed using the current training subcontract model for organizations with good track records and cultural competence.

The expansion of the role of City College as it pertains to service delivery must be examined closely. City College is an institution that provides training and to that end they accomplish this goal. For those individuals who possess the initiative, comfort level and appropriate academic foundations, City College works well. However, research indicates that the number of low-income, African Americans entering and completing coursework that furthers their career success is disproportionately low when compared to the rest of the population. The demographics of the Bayview population suggest that many of these residents need supportive services, educational remediation that is culturally competent and exposure to the world of work. A system that does

"Without The Youth, There Is No Tomorrow"

Job Referrals, Chemical Dependency, Family Crisis Intervention, Counseling Services

not make provisions for this reality inherently excludes the very population identified as a primary target group for service. This type of grassroots work can only be accomplished by the CBO community. As a result of Welfare to Work legislation, individuals requiring training and placement represent the hardest to serve population, possess multiple barriers to employment requiring Intensive Services. These are people who typically will not use City College facilities to meet their training needs because of their problematic relationships with formalized educational and employment institutions.

Regarding youth services, for the first time in over a decade youth may not have an opportunity to work and begin their exposure to the labor market because this plan is not completed. The task of educating youth about the world of work should be one that allows maximum participation. Although we understand the simplicity and continuity of having youth summer and year-round activities combined, it is our experience that this limits the inclusion of new students whom for, whatever reason, missed the start of one program. It is also our position that this process, in terms of planning and implementation, must be inclusive of all organizations who have successful youth programs so as to reduce duplication and create this "no wrong door" concept for youth.

Finally, Young Community Developers supports the concept of the San Francisco Private Industry Council acting as the "Agent" of the "Partnership" between the WIB and the Mayor, responsible for contract negotiations with all service providers under their governance. And the list of principle partners must include all Access Points and at least one individual that represents CBOs as providers and employers. The plan indicates that all the "Core Services" will take place at the One-Stop Center. This does not take into account the reality that the Access Points are already providing many of these "Core Services".

General Points of Concern not addressed in Current Plan

- The plan seems to ignore current deficiencies in the One-Stop system
- The language in the plan utilizes terminology that is subjective and unclear as to who is responsible for making determination regarding quality, efficacy, etc.
- There exists no mention of CBO provision of construction-occupational training
- The plan does not address issue of how CBOs can get certified for training, understanding that most will not qualify under legislated standards, how can they become eligible to provide training and receive ITA vouchers.
- The plan does not identify who will certify training entities and what will be the criteria for certification.
- The plan lacks a realistic picture of the labor market for individuals with limited work histories, skills and career exposure.

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KOREAN CENTER, INC.



February 2, 2000

Raymond R. Holland
Interim President
Private Industry Council of San Francisco
1650 Mission Street
Suite 300
San Francisco, California 94103-2490

1362 Post Street
San Francisco, CA 94109
441-1881 (415) TEL
885-4155 (415) FAX

**Re: Five-Year, Strategic Workforce Investment Plan;
One-Stop Access Points – Other Languages**

Dear Mr. Holland and Committee Members:

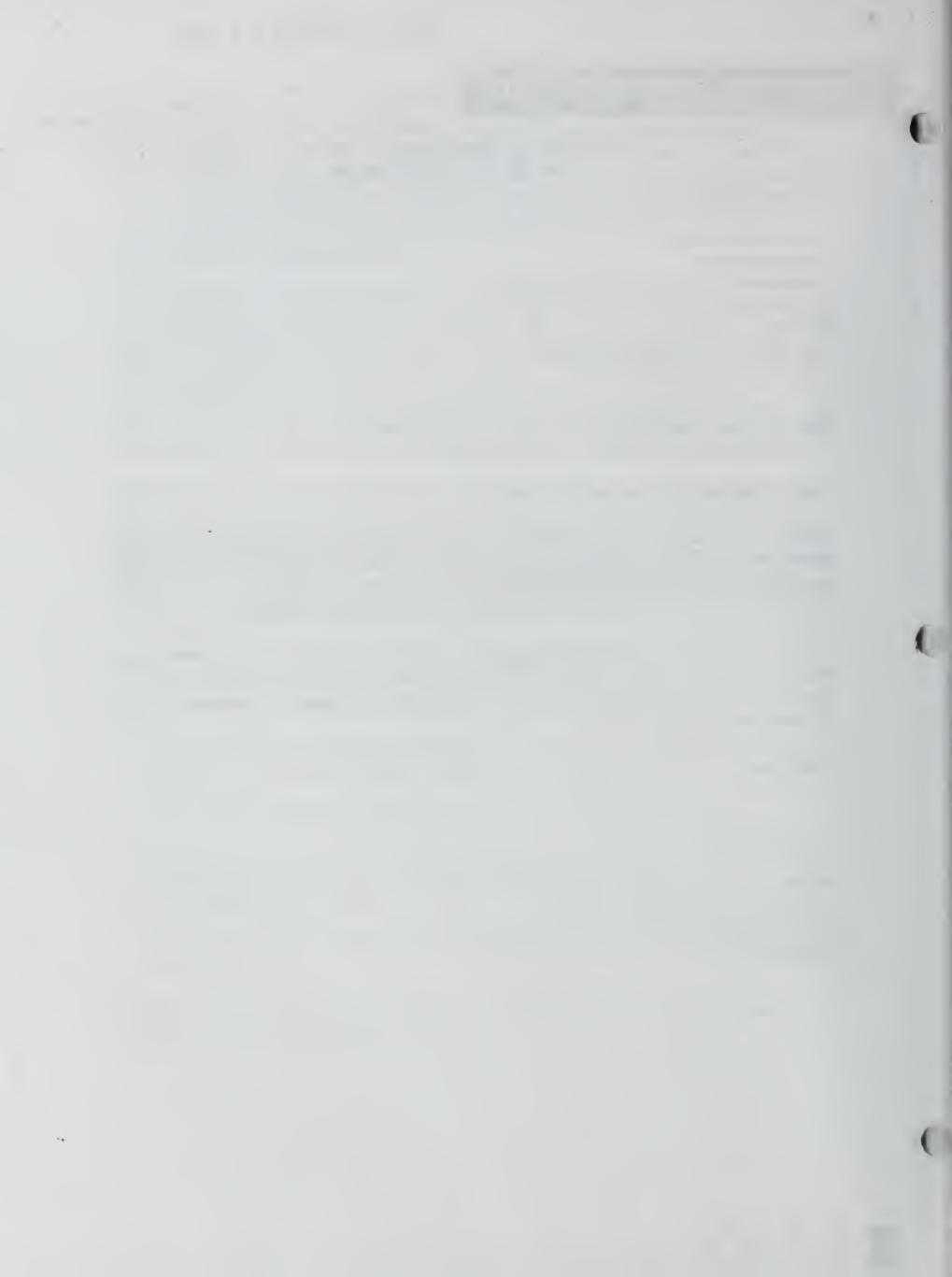
Upon review of the Workforce Investment Plan, we at the Korean Center, Inc., (KCI)/Intercultural Institute of California (IIC) wish to express our concern for non-English speaking clients. From previous meetings, we understand that generally there are few translators available for non-English speakers at the One-Stop Access Points.

Thus, we request that the KCI/IIC be added to the list of One-Stop Access Points in your draft, Attachment 4. And wherever applicable in the draft, you might mention that as a One-Stop Access Point we can provide information to clients in Korean, Russian, Japanese and Chinese.

Thank you.

Very truly yours,

Youn-Cha Shin Chey, Ph.D.
President, KCI/IIC



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Date: February 7, 2000
To: PIC Strategic Transition Committee
From: Jennie Carpenter
Project Manager, Walden House, Inc. DOL Employment Retention Project
Re: Comments on Five-Year Strategic Workforce Investment Plan

The following points address concerns raised by my review of the first draft of San Francisco's Five-Year Local Workforce Investment Plan:

Inclusion of Non-Profit Sector as Part of San Francisco's Economic Base

As written, the draft plan's executive summary presents a limited vision of San Francisco's economic base. With the plan's emphasis on the business sector, the non-profit sector is overlooked as a significant contributor to San Francisco's economy, as well as that of the region as a whole. San Francisco's public and private non-profits employ tens of thousands of people, and pump millions of dollars into the local, and regional, economies. For this reason, it is critical that the non-profit sector is included in the San Francisco Workforce Area plan development, and that its inclusion be made specific.

Workforce Needs

A more detailed analysis of how certain objective conditions impact San Francisco's workforce accessibility is in order. San Francisco's lack of affordable housing, inadequate local and regional transportation systems, and the high cost, and insufficient supply, of child care may play a significant role in local employers' ability to attract and retain skilled workers. Efficient, streamlined training systems alone will not solve the area's workforce needs. This is of particular significance in light of the plan's strategic goal of economic self-sufficiency and a decrease in welfare dependency (Section II, B. p.10). While these concerns are identified in the plan's labor market analysis (Section III, A. p. 11), no suggestion is offered as to how they will be addressed at local and regional levels, or how efforts to resolve these insufficiencies will be integrated into long-term, strategic workforce system planning.

Wage and Salary Issues

Neither the plan's executive summary, its section on local vision and goals, nor its labor market analysis address wage and salary issues. It seems that the plan's broad strategic economic and workforce development goals (Section II B, p. 10) fall short. In the context of today's global economy, "remaining competitive" generally calls for containing labor costs. This goal is likely to conflict with workers' interest in being paid wages at a level sufficient to meet San Francisco's extremely high cost of living. San Francisco's workforce investment strategies need to address the pull between these forces.

Performance Measures

In its executive summary the draft plan identifies the local Workforce Investment Board as having the responsibility for establishing performance levels for all workforce programs. It is important that these standards be realistic, and take into consideration factors such as varying rates of participation in the workforce, and how that may impact on earnings and ability to complete training or other jobs programs. For example, women's participation in the workforce varies from that of men because their work history is often punctuated by the need to care for family members.

In a 1993 study by the Institute for Women's Policy Research, data on work pattern characteristics of men and women were compared, and it was noted that women were less likely than men to work full-time, full-year for a single employer. They were more likely to work part-time, full-year and package wage and salary jobs. ("Exploring the Characteristics of Self-Employment and Part-Time Work Among Women", Roberta Spalter-Roth, Heidi Hartmann, Lois Shaw, Institute for Women's Policy Research, Washington, D.C., May 1993). This pattern of employment for women may, as a group, impact their earnings gain and impede the pace at which they enter and complete training programs.

Additionally, over time, performance standards may need to factor in broader economic forces that impact wage levels. For example, federal economic policies intended to address the "overheating" of the economy (moves to increase the interest rate with the goal in mind of curbing inflation are also designed to contain wage levels in a tight labor market) may have the longer term effect of stagnating wages.

E-MAIL COMMENTS

(10)From: John R. Cammidge (fwd. from R. Holland)

Date: Wed, 12 Jan 2000 15:35:03 -0800

(Excerpt) For clarification, the motion presented was that the PIC adopts the recommendation of the Strategic Transition Committee to recommend that a new San Francisco Workforce Investment Board be established under the provisions of the Federal Workforce Investment Act, but that a proviso be added requiring that during the transition period, until the new entity is formed and is functioning, that the PIC continues its current role and is designated as an "alternative entity" if this is legally required to allow it to continue providing training services to its customers in San Francisco.

(11)From: JK2227

Date: Fri, 28 Jan 2000 20:22:35 EST

Ray & colleagues - Just read your draft, and found lots to like. Just a couple of comments:

On page 39, item E - could this refer back to language such as is found on page 35, item number 2, paragraph 4?

On page 36, item 5 - Can youth be hooked to GED programs through Beacon Centers?

On page 27, item M - I don't know if there are many applicants for agricultural employment, because this section doesn't state that. If there are applicants, but you're saying that there are no positions; it seems that you might be missing a link with some of your (and our) resource partners. What about SLUG? What about Recreation & Parks (Parks Division)? What about the Ornamental Horticultural Department at City College? Did you know that the Cole Hardware monthly newsletter, which has a section covering their extensive contractor referral service, is advertising in the issue that came in the mail on January 27th for gardeners? Through personal contacts, I'm aware that they're desperate. Also, I have tried to hire gardeners through City College's referral service, and none are available - all too busy! Makes me think.... how about you?

(12)From: Intercultural Institute of California

Date: Wed, 2 Feb 2000 12:18:10 -0800

Dear Mr. Holland and Committee Members (Re: One-Stop Access Points):

We at the Korean Center, Inc.(KCI)/ Intercultural Institute of California (IIC) wish to express our concern for non-English speaking clients. From previous meetings, we understand that generally there are few translators available for non-English speakers at the One-Stop Access Points.

Thus, we request that the KCI/IIC be added to the list of One-Stop Access Points in your draft, Attachment 4. And wherever applicable in the draft, you might mention that as a One-Stop Access Point we can provide information to clients in Korean and Russian, and (limited) Japanese and Chinese.

We will follow-up this e-mail message up with a hard-copy. Thank you. Very truly yours,
Jonathan D. "Jack" Suss, Development Director, Youn-Cha Shin Chey, Ph.D., President, KCI/IIC

(13)From: Self-Help for the Elderly

Date: Wed, 10 Feb 2000

To: Raymond R. Holland, Interim President of Private Industry Council

SUBJECT: Correction of February 8 Comments on the Jan. 25, 2000 Draft of the San Francisco Strategic Five-Year Local Workforce Investment Plan

1. Local Vision and Goals (II)- On July 1st 2000, the title I of the new law, WIA will eliminate and replace

JTPA Section 204 (d) set-aside program for the older workers (Title II A, 5% OIP). In view of that and due to hard to surmount multiple barriers to employment, the greater need and disadvantageous position of the older worker should be particularly addressed and spelled out in the five-year plan. It should be justified to mention that the amount of the grants and funds of the JTPA for the older worker eliminated would be matched or topped by that of the WIA. The breakdown is as follows: (a) from "JTPA Hold Harmless Provisions" to the PY2000 allocation of WIA funds not to be less than approximately 90% of the PY' 99 JTPA funds (Title II A, 5% OIP over 55 years old), (b) other ten percent or more from Title I Adult of WIA , YP'2K Allocation, to replace the JTPA Title II A (77% Formula) for those between 45 and 55 years old segment which was recommended to be also as OIP by the Working Group, 1/12/00 for the Local Plan. (c) additional can be from CalWorks, Welfare to Work, and etc.

2. Leadership (IV A.)- For the new members to be included in the Council for the expansion, the new legislation recommended that the number should "be limited to reduce the possibility of a very large/cumbersome board". 127 members seem large comparing to 41, 49, or 113. Beside all Mandatory One Stop Partner selected, each of the other members should represent a unique group. Duplication should be avoided. For example, each of the following groups represents a unique interest community: Veteran, Rehabilitation, Elderly, and etc.

Lau M. Leong, Project Director, Self-Help for the Elderly

(14)From: Michael Blecker, Swords to Plowshares

Date: 19 Jan. / 10 Feb 2000

Subject: Comments re Local Plan

I'm proposing the following two sentences serve to open Section II. Local Vision And Goals: "In San Francisco there is a widening gap between skilled and unskilled workers. Recognizing the harsh consequences for those left behind, the City is committed to designing and implementing a workforce system that prioritizes scarce WIA resources for those with multiple barriers to employment."

I believe the remaining narrative of A. 1 can be kept intact. Please let me know if you have any questions. Thanks.



John R. Cammidge on 02/11/2000 03:59:36 PM

Sent by: Colleen D. Wood

To: w.dixon@picsf.com

cc:

Subject: 5-Year Strategic Plan - San Francisco

Dear Wes,

I am sending these thoughts/recommendations to you today, based on last night's public testimony, because of the short period of time that exists before the next draft of the 5-Year Strategic Plan for San Francisco needs to be sent to the Strategic Transition & Transitional Youth of the committees. I have not had time to carefully study the written testimony but would hope that at least some of the following items are factored into the second draft.

- Recognize the existence and use of multiple and multicultural learning centers for youth where there is a track record of successful job placement. We should not restrict ourselves to conventional points of learning (e.g., City College) when customers can be better served elsewhere (Young Community Developers).
- We need to be clear on what will constitute a "one stop center" and how we connect all of them to ensure that we create an integrated job skills development program.
- I would like to see a little more assessment of the types, levels and numbers of jobs that we expect either to be created in San Francisco over the next 5 years or that will become vacant because of career movement, and where and how we intend to target specific employment entry points. We should be clear on how we will address large, medium and small business needs. Also, over time, we need to better understand career ladders in the City and how we use this knowledge to provide more effective employment development.
- Hopefully we will give some specific recognition to the multiple barrier problems of youths 14-17.
- It would be useful to recognize our different ethnic constituents in San Francisco and how we will make it easy and customer friendly for them to access one-step centers; this goal should include mention of undocumented aliens.
- I am fine if we devote a separate paragraph (or more) to the value of CBO's and the need to carefully balance their use with the introduction of vouchers. The goal should be maximizing the number and proportion of successful placements, using whatever means are necessary to achieve this optimal result. We should also illustrate some of the excellent work and processes that individual CBO's have implemented in San Francisco, and indicate how we plan to leverage these ideas to improve the effectiveness of employment development in the City and County of San Francisco.
- If possible, we should be clearer on our expected composition of the new WIB (post "interim" PIC) in order to establish a representative, yet manageable, Board, and not create false expectations among the CBO's who seem to want broad WIB representation.
- I am fine with us acting courageously ("brave" according to Steve Bingham), but at the same time we should retain flexibility and choice in the overall plan so that we can adapt execution to the circumstances we find as we move forward with strategic plan implementation.
- On the "trades" and union issue, this may need more of a focus from an overall career management aspect rather than specific funding of trade apprenticeships. Nevertheless, it should be addressed in the Plan text.
- More detail on how we plan to incorporate and prioritize the homeless customer base. Clearly there are trade offs here between numbers placed and the cost of each placement; yet somehow, we need to address all customer groups fairly and creatively.
- Be specific on ESL as a significant barrier for the refugee community.
- Our vision on the use of technology might also be worth some detail. How will we use web-based

enablers to quickly diagnose customer needs, effect necessary skill development, and find appropriate job placements. This should be done in a way that connects all the one step entry points so that there is an integrated and cohesive approach to addressing multiple barriers to employment in San Francisco

Words, I know, are easy; actions much more difficult. However, if we don't get the right words in our 5-Year Strategic Plan, I worry that there will be no audit trail that will enable evaluation of our successes and failures five years from now. I trust that the above thoughts will be helpful.

John R. Cammidge

ATTACHMENT 3 - ORGANIZATIONS INVOLVED IN DEVELOPMENT OF VISION AND GOALS**Members of the PIC Strategic Transition Committee (STC)**

Mr. Will Lightbourne (Co-chair)
Executive Director
Department of Human Services
City and County of San Francisco
170 Otis Street
San Francisco 94120

Ms. Sheila S. Peters (Co-chair)
Vice President, Human Resources
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1 Harrison Street
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Mr. Brent Andrew
Director, Corporate Strategy
AirTouch Communications
1239 Ulloa Street
San Francisco 94116

Mr. Michael Blecker
Executive Director
Swords to Plowshares
1063 Market Street
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Mr. John Cammidge
Exec. Vice Pres., International Personnel
Bank of America
1 South Van Ness, 4th Floor
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Dr. Philip R. Day
Chancellor
City College of San Francisco
50 Phelan Ave., Room E-200
San Francisco 94112

Mr. Nicholas L. de Lorenzo
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The National Council on the Aging, Inc.
870 Market Street, Suite 785
San Francisco 94102

Mr. Larry Del Carlo
Director, Business & Community Dev.
San Francisco Unified School District
135 Van Ness Ave., Room 217
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Ms. Mary Edington
Executive Director
Goodwill Industries
1500 Mission Street
San Francisco 94103

Mr. Gary Fitschen
Principal
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560 Sutter St., Suite 210
San Francisco 94102

Mr. Jack J. Fitzpatrick
Partner
Ernst & Young
555 California St., 17th Floor
San Francisco 94104

Ms. Vanessa Johnson
Chief Administrative Officer
Mad Will's Food Company, Inc.
450 Gough Street
San Francisco 94102

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Executive Director
San Francisco Vocational Services
814 Mission Street, Suite 600
San Francisco 94103

Mrs. Leslie L. Lutgens
Chairwoman
B.L.T.F. Deputies
1190 Sacramento St., #3
San Francisco 94108

Mr. Craig K. Martin
Chairman, PIC of San Francisco
Attorney-at-Law
944 Market St., Suite 828
San Francisco 94102

Mr. Michael Mee
President
Albion Mountain Springs Water Co.
895 Innes Avenue
San Francisco 94124

PENULTIMATE DRAFT**Strategic Transition Committee
(continued)**

Mr. Maurice Lim Miller
Executive Director
Asian Neighborhood Design
1182 Market St., Suite 300
San Francisco 94102

Mr. Brian Murphy
Executive Director
San Francisco Urban Institute
San Francisco State University
1600 Holloway Ave., ADM 359
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District Administrator
California Department of Rehabilitation
185 Berry St., Lobby 7, Suite 180
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Interim Career Consulting
150 Post St., Suite 740
San Francisco 94108

Mr. Tom Ryan
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San Francisco Labor Council
1188 Franklin St., Suite 203
San Francisco 94109

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Manager, Job Service San Francisco
California Employment Development Dept.
3120 Mission Street
San Francisco 94110

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Consultant/Community Relations
209 Sagamore Street
San Francisco 94112

**Members of the PIC Transitional Youth
Council (TYC)**

Mr. Bob Anyon (Co-chair)
Executive Director
School to Career Partnership
1372 43rd Avenue
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California Employment Development Dept.
3120 Mission Street
San Francisco 94110

Ms. Sharon Alford
Operations Supervisor
Ella Hill Hutch Center
1050 McAllister Avenue
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Ms. Deborah Alvarez-Rodriguez
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Children, Youth & Their Families
City and County of San Francisco
1390 Market Street, Suite 918
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GAP Foundation
1 Harrison Street
San Francisco 94105

Ms. Ann Cochrane
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San Francisco 94123

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Mr. Rufus Davis
Acting Director, Relocation & Sup. Svcs.
San Francisco Housing Authority
1815 Egbert Ave., Room 201
San Francisco 94124

PENULTIMATE DRAFT

Transitional Youth Council (continued)

Ms. Dorian Hearnton
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 Treasure Island Job Corps Center
 655 H Ave., Building 442, Treasure Island
 San Francisco 94130

Mr. Lonnie Holmes
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 City and County of San Francisco
 375 Woodside Avenue, Room 209
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Ms. Susan Kim
 Director
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 City and County of San Francisco
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 Parent Teacher Student Assoc.
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 135 Van Ness Avenue, Room 206
 San Francisco 94102

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 1360 - 43rd Avenue
 San Francisco 94122

Ms. Marquitta Mayes
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 San Francisco 94124

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 The Committee on JOBS
 235 Montgomery St., Suite 1018
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 San Francisco Labor Council
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 San Francisco 94109

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 Senior Program Director
 Enterprise for High School Students
 450 Mission St., Suite 408
 San Francisco 94105

Mr. Art Tapia
 Coleman Advocates for Youth
 1 Ruth Court
 Novato 94947

Ms. Pamela Ulmer
 Senior Manager, Community Relations
 McKesson HBOC, Inc.
 1 Post St., 31st Floor
 San Francisco 94104

Ms. Susan Zeleznik
 Arthur Andersen, LLP
 101 Second St., Suite 1100
 San Francisco 94105

Committee of Contracting Agencies (CCA)

Co-chairs Mr. Craig King & Ms. Zelda Saeli, representing 56 PIC subcontractors

San Francisco WIA Transition Team

Chair Tony Lugo, representing:
 Arriba Juntos
 Career Link (CCSF)
 City College of San Francisco
 San Francisco Dept. of Human Services
 California Dept. of Rehabilitation
 California EDD San Francisco
 Equal Rights Advocates
 Goodwill Industries, Inc.
 Jewish Vocational Services
 Jurna Ventures
 National Council on the Aging
 Private Industry Council
 San Francisco Labor Council
 San Francisco Small Business Commission
 San Francisco Unified School District
 San Francisco Works
 San Francisco YouthWorks
 Swords to Plowshares
 The Family School
 Treasure Island Homeless Dev. Init.
 Treasure Island Job Corps Center
 Young Community Developers

**Interested Members of the Public
attending Jan. or Feb. Committee
Meetings/Public Hearings (partial list)
representing:**

African Immigrant Refugee Resource Center,
Asian Neighborhood Design,
Bay Area Legal Aid,
Buchanan YMCA,
California EDD/San Francisco Career Link Center,
California One-Stop Office,
Career Connection/City College of San Francisco,
Career Link/City College of San Francisco,
Catholic Charities,
Chinatown Youth Center,
Chinese for Affirmative Action,
City College of San Francisco,
Coleman Advocates,
Economic Opportunity Council,
Ella Hill Hutch,
Enterprise for High School Students,
Episcopal Community Services,
Equal Rights Advocates,
Glaziers Local #718, District Council #16,
Goodwill Industries,
Haight Ashbury Food Program,
Horizons Unlimited, Inc.,
Jewish Vocational Service,
Juma Ventures,
Korean Center Inc./IIC,
McKesson HBOC, Inc.,

Mission Language & Vocational School,
National Council on the Aging,
New Ways to Work,
San Francisco Chamber of Commerce,
City and County of San Francisco,
Department of Children, Youth & Their Families,
City and County of San Francisco,
Department of Human Services,
San Francisco Housing Authority,
City and County of San Francisco, Juvenile Probation Department,
San Francisco Labor Council, Community Services,
San Francisco School-to-Career Partnership,
San Francisco Unified School District,
San Francisco Vocational Services,
San Francisco Works,
San Francisco Youth Commission,
Self-Help for the Elderly,
Swords to Plowshares,
Toolworks,
Treasure Island Job Corps Center,
Vietnamese Youth Development Center,
Walden House, Inc.,
Women In Community Service,
Young Community Developers, Inc.,
YouthWorks.

For additional participants in the development of a San Francisco vision, see Attachment 4.

Attachment 4 - One Stop Centers and Access Points**One Stop San Francisco Centers**

San Francisco Career Link
3120 Mission Street
San Francisco 94120

Southeast Career Center
1800 Oakdale Avenue
San Francisco 94124

One Stop Partners (active or developing)

Treasure Island Job Corps Center
Building 442, Treasure Island
San Francisco 94130

Swords to Plowshares
1063 Market Street
San Francisco 94103

Department of Human Services
City and County of San Francisco
170 Otis Street, 8th Floor
San Francisco 94120

Self Help for the Elderly
407 Sansome Street, Suite 300
San Francisco 94111

Mayor's Office of Community Development
City and County of San Francisco
25 Van Ness Avenue, Suite 700
San Francisco 94102

San Francisco Unified School District
555 Franklin Street, 3rd Floor
San Francisco 94102

San Francisco Housing Authority
440 Turk Street
San Francisco 94102

City College of San Francisco
52 Phelan Avenue, Room E-200
San Francisco 94112

The National Council on the Aging, Inc.
870 Market Street, Suite #785
San Francisco 94102

One Stop Partners (continued)

United Indian Nations, Inc.
1320 Webster Street
Oakland 94612

Private Industry Council of San Francisco,
Inc.
1650 Mission Street, Suite 300
San Francisco 94103

Economic Opportunity Council of San
Francisco, Inc.
1426 Fillmore Street, Suite 204
San Francisco 94115

City College of San Francisco
1400 Evans Avenue
San Francisco 94124

Center for Employment Training
701 Vine Street
San Jose 95110

State Department of Rehabilitation
185 Berry Street, Lobby 7, Room 180
San Francisco 94107

E.D.D. Job Service Office #504
P.O. Box 7850
San Francisco 94120

One Stop Access Points

AIRRC/Third Baptist Church
30 Mason Street
San Francisco 94102

Arriba Juntos
1850 Mission Street
San Francisco 94103

Asian Neighborhood Design
1232 Connecticut St.
San Francisco 94107

Bernal Heights Neighborhood Assoc.
515 Cortland Avenue
San Francisco 94110

One Stop Access Points (continued)

Booker T. Washington Community Center
800 Presidio Avenue
San Francisco 94115

Catholic Charities
833 Market Street, Room 316
San Francisco 94103

Career Resources Development Center
655 Geary Street
San Francisco 94102

Ctr. for Young Women's Development
965 Mission Street, Ste. 450
San Francisco 94103

Central City Hospitality House
290 Turk Street
San Francisco 94102

Chinese for Affirmative Action
17 Walter Lum Place
San Francisco 94108

Compass Homeless Family Center
942 Market Street
San Francisco 94102

State Department of Rehabilitation
185 Berry Street, Suite 94
San Francisco 94107

Ella Hill Hutch Community Center
1050 McAllister Street
San Francisco 94115

Enterprise for High School Students
450 Mission Street, #408
San Francisco 94105

Goodwill Industries
1500 Mission Street
San Francisco 94103

Haight Ashbury Food Program
1525 Waller Street
San Francisco 94117

Ingleside Community Center
1345 Ocean Avenue
San Francisco 94112

Jewish Vocational Service
77 Geary Street, Suite 401
San Francisco 94108

Jobs for Youth
1650 Mission Street, Suite 300
San Francisco 94103

Korean Center/Intercultural Institute
1362 Post Street
San Francisco 94109

National Council on the Aging
870 Market St., Suite 785
San Francisco 94102

Northern California Service League
28 Boardman Place
San Francisco 94103

OMI Family Resource Center
1241 Grove
San Francisco 94117

Positive Resource Center
973 Market Street, 6th floor
San Francisco 94013

Renaissance Parents of Success
1800 Oakdale Ave.
San Francisco 94124

San Francisco Conservation Corps.
Bldg. 102 Fort Mason
San Francisco 94123

San Francisco Housing Authority
1251 Turk Street
San Francisco 94115

Community Database Services
San Francisco Public Library
City and County of San Francisco
Civic Center Plaza
San Francisco 94109

San Francisco Vocational Services
814 Mission Street, Suite 600
San Francisco 94103

One Stop Access Points (continued)

Self-Help for the Elderly
407 Sansome Street
San Francisco 94111

So. of Market Employment Center/MHH
288 Seventh Street
San Francisco 94103

Swords to Plowshares
1063 Market Street
San Francisco 94103

The Family School
548 Fillmore Street
San Francisco 94117

Toolworks
1119 Market St., Ste. 300
San Francisco 94103

Treasure Island Job Corps
655 H Avenue, Bldg. 442, Treasure Island
San Francisco 94130

Visitacion Valley Job Education & Training
333 Schwerin Street
San Francisco 94134

Walden House, Inc.
1185 Mission Street
San Francisco 94103

Young Community Developers
1715 Yosemite Avenue
San Francisco 94124

(Additional Access Point agencies and locations will be added as the system develops.)

ATTACHMENT 5 - MEMORANDA OF UNDERSTANDING, LOCAL BOARD AND ONESTOP

Page(s) reserved for MOUs to be developed for One Stop San Francisco.

Status Report: One Stop Information System

One Stop San Francisco (OSSF) is building a solid foundation for our citywide electronic infrastructure. The OSSF web site (www.onestopsf.com), developed with funding from two state One-Stop grants, provides direct access to information about all OSSF services. Customers, with virtually any level of computer expertise, can find links to the appropriate service(s) through a simple interactive process. The three main sections of the site - Agencies, Job Seekers, and Employers - provide extensive resources for each of these customer groups. The site also provides basic information about OSSF services in several languages, including Spanish, Chinese, and Russian. Other features of our "virtual One Stop" include the Skills Bank, an interactive calendar, and a user-friendly interface with the San Francisco Public Library's database of community services. The Skills Bank - a database of pre-screened, job-ready One Stop clients - provides employers with the ability to search for potential applicants possessing skills specific to their needs. Nearing completion of phase one, OSSF plans to add the following enhancements to the site during the next phase of the project:

- a web-based analysis and reporting application that will provide immediate access to statistics on clients and services provided
- a system-wide Intranet for connecting One Stop partners and fostering further collaboration
- online customer surveys for evaluating our effectiveness and obtaining feedback from the community.

Additionally, One Stop San Francisco will deploy a system-wide universal application for client tracking and case management. By providing accurate and timely information through this electronic system, we will ensure that all One Stop customers, from job seekers to employers, receive universal access to One Stop resources.

State One Stop grant funds have also allowed us to provide twenty-six computer systems for community-based organizations that serve as "Access Points" for OSSF services. At present, there are 30+ Access Point agencies that provide services to special populations throughout San Francisco. These Access Points have worked closely with OSSF on the development of the web site and other projects critical to our One Stop system.

ATTACHMENT 6 - SYNOPSIS OF SAN FRANCISCO'S PROPOSED YOUTH OPPORTUNITY GRANT**Project Summary of Fall 1999 Youth Opportunity Grant Application to the U.S. Department of Labor.**

On June 2, 1999 the U.S. Department of Labor solicited proposals for Youth Opportunity Grants with a due date of Sep. 30, 1999. The solicitation described the "YOGs" as follows:

The Youth Opportunity Grants authorized under ... the Workforce Investment Act (WIA) of 1998 significantly increase resources available for serving youth growing up in high-poverty urban and rural areas. The Department of Labor (DOL) envisions that these new resources will be used as a complement to the Job Corps, School-to-Work, formula-funded WIA programs, Department of Education programs, and other programs funded at the Federal, State, and local level to help youth make the transition to adulthood. We expect through these grants to develop high-quality programs that help individual youth find better jobs and increase their educational attainment. In addition to these positive outcomes for individual youth, we also expect to achieve community-wide impacts in increasing youth employment rates and educational attainment.

The Youth Opportunity Grants also offer a chance to build improved systems for serving youth. Planning and implementing these grants will require local areas to think geographically in targeting resources; to coordinate more closely with the public school system, juvenile justice system, the private sector, community-based organizations, and existing programs providing services to youth; to retain dedicated staff over several years; to develop high-quality programs based on best practices; and to provide follow-up services to youth for a longer period than previously required by employment and training grants. A primary goal of Youth Opportunity Grants is to put systems in place that will be sustained after grant funds cease and result in long-term improvements in our capacity to serve youth.

The proposed Youth Opportunities for San Francisco (YO SF!) grant will create a substantial youth employment and development immersion program for residents aged 14-21 in our four federally designated Enterprise Communities — SOMA, Mission, Bayview/Hunters Point and Visitacion Valley. A comprehensive network of services will be designed to unite our most effective existing public and private programs and organizations into a streamlined, effective-practice oriented system.

Through the establishment of four Youth Opportunities Centers at existing service locations, the electronic linking of all centers with service providers, and new programmatic initiatives, the YO SF! grant will enable the City to enhance current program quality and reduce service gaps. By merging this new network of services with our One Stop, School to Career, and workforce development system, San Francisco will create a customer-oriented blueprint for quality improvements in youth programs, staffing, and services.

Local educational and community-based agencies will play pivotal roles. Sustainable links with the private sector are a key feature of the program design, with ties to existing large and small employers..

YO SF! will develop a trained staff and provide a framework for model integration of youth programs and support services. A "Quality Training Resource Center" will be launched as an information broker, Access Point, and coordination center for staff to obtain quality training in a variety of policy and practical areas, in both youth and adult services.

The budget for the first program year will total \$7 million, with subsequent funding for several years. The PIC will administer the grant and employ a fully-equipped staff of 50. Monitoring and evaluation by the U.S. Department of Labor will be continuous.

ATTACHMENT 7 - ADDITIONAL LABOR MARKET INFORMATION

Top 10 Occupations With the Fastest Growth
San Francisco County, 1995-2002

California OES Code	Occupation	Annual Averages 1995	2002	Absolute Change	Percent Change
221270	COMPUTER ENGINEERS	1,010	2,210	1,200	118.80%
215080	EMPL INTERVIEWERS--PRIV OR PUB	380	680	300	78.90%
660110	HOME HEALTH CARE WORKERS	850	1,490	640	75.30%
830020	INSPECTORS, TESTERS, & GRADERS, PREC.	420	690	270	64.30%
251020	SYSTEMS ANALYSTS--ELEC DATA PROC	2,770	4,540	1,770	63.90%
680350	PERSONAL AND HOME CARE AIDES	240	360	120	50.0%
340050	TECHNICAL WRITERS	290	430	140	48.3%
251050	COMPUTER PROGRAMMERS	2,770	3,980	1,210	43.7%
340350	ARTISTS AND RELATED WORKERS	1,240	1,760	520	41.9%
895020	PATTERNMAKERS AND LAYOUT WORKERS	180	250	70	38.9%

Top 10 Occupations With the Greatest Absolute Job Growth
San Francisco County, 1995-2002

California OES Code	Occupation	Annual Averages 1995	2002	Absolute Change	Percent Change
670050	JANITORS, CLEANERS--EXCEPT MAIDS	10,310	12,500	2,190	21.2%
190050	GENERAL MANAGERS, TOP EXECUTIVES	15,480	17,440	1,960	12.7%
251020	SYSTEMS ANALYSTS--ELEC DATA PROC	2,770	4,540	1,770	63.9%
490110	SALESPERSONS, RETAIL	15,940	17,710	1,770	11.1%
551080	SECRETARIES, GENERAL	13,320	14,800	1,480	11.1%
630470	GUARDS AND WATCH GUARDS	6,990	8,360	1,370	19.6%
553050	RECEPTIONISTS, INFORMATION CLERKS	5,980	7,330	1,350	22.6%
490230	CASHIERS	9,250	10,560	1,310	14.2%
650080	WAITERS AND WAITRESSES	7,780	9,060	1,280	16.5%
251050	COMPUTER PROGRAMMERS	2,770	3,980	1,210	43.7%

Top 10 Occupations With the Most Openings
San Francisco County, 1995-2002

California OES Code	Occupation	Job Openings
490110	SALESPERSONS, RETAIL	5,760
490230	CASHIERS	4,760
190050	GENERAL MANAGERS, TOP EXECUTIVES	4,270
650080	WAITERS AND WAITRESSES	4,190
670050	JANITORS, CLEANERS--EXCEPT MAIDS	3,770
551080	SECRETARIES, GENERAL	3,160
553470	GENERAL OFFICE CLERKS	3,020
630470	GUARDS AND WATCH GUARDS	2,400
553050	RECEPTIONISTS, INFORMATION CLERKS	2,350
650170	COUNTER ATTENDANTS--FOOD	2,240

Top 10 Occupations With Projected Declines
San Francisco County, 1995-2002

California OES Code	Occupation	Annual Averages 1995	2002	Job Declines	Openings Due to Separations
531020	TELLERS	7,260	5,200	-2,060	1,820
553070	TYPISTS, INCLUDING WORD PROCESSING	5,210	4,160	-1,050	340
553380	BOOKKEEPING, ACCOUNTING CLERKS	10,350	10,100	-250	1,080
560020	BILLING, POSTING, CALC MACHINE OPS	570	350	-220	150
573110	MESSENGERS	1,300	1,130	-170	190
533140	INSURANCE POLICY PROCESSING CLERKS	950	810	-140	80
560110	COMPUTER OPS--EX PERIPHERAL EQUIP	1,590	1,460	-130	160
553140	PERS CLERKS--EX PAYROLL	820	690	-130	110
219110	COMPL, ENFORCE INSPECT--EX CONST	1,230	1,110	-120	170
531210	LOAN AND CREDIT CLERKS	1,520	1,400	-120	150

EDD's Labor Market Information Division describes local industry trends as follows:

Industry Trends and Outlook, 1995-2002, San Francisco County

From 1995 to 2002, nonagricultural employment in San Francisco will grow by 51,100 jobs, including both full-time and part-time positions. Services will dominate the expansion, with significant gains also projected in retail trade and construction. Other industry divisions will post smaller gains or declines.

Services will add the largest number of jobs — 47,100 — in San Francisco County between 1995 and 2002, with nearly 60 percent of that advance to occur in Business Services. As the table below shows, the Business Services gains will be concentrated in employment agencies. Also high in terms of job growth will be the computer services and commercial art components that are part of the multimedia industry.

San Francisco Business Services Projected Additional Jobs 1995-2002

Temporary and other employment agencies	11,500
Computer programming and related services	6,800
Building maintenance and pest control services	2,500
Mailing, reproduction, commercial art and related.....	1,500
Advertising services	1,400
Guard, detective and armored car services	1,300

Other services industries will also register significant gains during the seven-year projection period. Engineering, architectural, accounting, research and management services will grow by 6,600 jobs, with the management and public relations part leading the way within that grouping. Sizable job gains are projected in the following medical components: dental offices; specialty outpatient clinics; offices of health practitioners such as acupuncturists, occupational and physical therapists and nutritionists; offices of chiropractors; and home health care services. The amusement and movie industry will add 2,500 jobs over the seven-year period. The industry projected to gain the most jobs within the "other services" category will be social services. Its 2,400 additional jobs will include significant increases in individual and family social services and child care services. The completion of various new hotels, as well as the expansion of others, will boost hotel employment by 1,800 over the seven-year period. Meanwhile private education will gain 1,000 jobs.

Retail trade employment will expand by 7,300 between 1995 and 2002. Nearly half of the retail jobs will occur at restaurants and bars, spurred by population growth and increasing tourism. The addition of a major new department store, combined with gains in grocery stores and other types of stores such as those selling souvenirs will also create substantial new retail jobs.

Construction is projected to show an increase of 2,700 jobs between 1995 and 2002. However, construction employment gains are not expected to match the high levels posted in 1997-98 because some major projects such as the airport expansion and Giants' stadium will be completed prior to 2002.

Manufacturing employment, which generally declined during the eighties and first half of the nineties, is projected to increase by 1,100 jobs between 1995 and 2002. Gains centered in apparel production and some of the multimedia components (electronic

PENULTIMATE DRAFT

equipment and printing and publishing) are expected to more than offset a decrease concentrated in food processing.

The transportation and public utilities industry division will edge upward by 200 jobs overall. Job increases in electric, gas, sanitary and broadcasting services, as well as in local transportation, will more than offset decreases in railroads and trucking.

Wholesale trade employment will decrease by 400 jobs between 1995 and 2002 as a sizable nondurable goods wholesaler moved its headquarters out of San Francisco in the early part of the projection period.

Finance, insurance and real estate will lose 1,700 jobs over the seven-year period. The insurance component will experience significant job cutbacks. Within finance, continued job losses at banks and savings and loans are expected to be offset by gains concentrated in security brokers and investment companies.

Government employment will decrease by 5,200 jobs between 1995 and 2002. A loss of 4,900 employees in state government except schools resulted primarily from a change in the ownership of a major public hospital to private ownership. Post office and other federal agencies will register a decrease of 3,900 jobs. On the other hand, significant employment additions will occur in state and local education and in local government except schools.

Highlights of the executive summary of "Economic Expansion in San Francisco Since 1994" (Potepan, San Francisco State University, Urban Studies, May 1998):

- Over 1.2 million jobs have been created in California since 1993;
- Over 260,000 jobs have been created in the S.F. Bay Area since 1993;
- Over 35,000 jobs have been created in the City of San Francisco since 1994;
- Almost 24,000 of the jobs created in San Francisco since 1994 have been in service sector office employment (accounting, advertising, management consulting, engineering, architecture, law, data processing, multimedia, etc.), representing over two-thirds of all jobs created in the city;
- Between 1,000 and 4,000 each of new jobs created in San Francisco since 1994 have been in such industrial sectors as Health, Education, Retail Trade, Construction, Public Utilities, Finance and Insurance, and Hotels;
- About 6,000 jobs have been created in Administrative Support positions in San Francisco since 1994;
- About 5,000 jobs have been created for Professionals, and about 3,000 jobs have been created for lawyers in San Francisco since 1994; and
- Over 2,000 jobs have been created in Cleaning and Custodial positions in San Francisco since 1994.

Highlights of the executive summary of "Employment Projections and Job Growth For Low Educated Workers in San Francisco 1998-2003" (Potepan, San Francisco State University, Urban Studies, May 1999):

- About 35,000 new jobs are projected for San Francisco between 1998 and 2003, about a 6.2% gain over the period;
- About 6,500 new jobs are projected for workers with a high school education or less between 1998 and 2003. These represent only 19% of all new jobs projected for San Francisco;
- Business Services will remain the key industrial sector in San Francisco, and over 58% of all new jobs created over this period will be in that sector;

PENULTIMATE DRAFT

- Because Business Services is such a large and growing sector, about 2,800 jobs for workers with a high school education or less will be created in that sector; representing over 43% of all new jobs created for such workers in San Francisco.
- Construction, and Hotels and Lodging are projected to generate 2,000 jobs for workers with a high school education or less;
- Administrative Support will remain the second largest occupational category in San Francisco, with over 8,000 new jobs created over this period for workers in that occupation;
- Because Administrative Support is such a large and growing occupational category, over 1,900 new jobs will be created for workers with high school education or less in that occupation. This represents almost 25% of all new jobs created for such workers in San Francisco; and
- Construction Trades, and Cleaning and Custodial occupations are projected to generate between 1,000 and 1,300 new jobs for workers with high school education or less during this period.

Other notes reveal a prosperous City economy:

- According to the California Cybercities report issued by the American Electronics Association, San Francisco's Multimedia Gulch has continued to grow as a center for Internet content and software firms. High-tech employment grew by 37 percent between 1990 and 1996.
- The San Francisco Chamber of Commerce reports engineering, architectural, accounting, research and management services will grow by 6,600 jobs, with the management and public-relations sectors leading the way within this grouping. Sizable job gains are projected in dental offices; specialty outpatient clinics; offices of health practitioners such as acupuncturists, occupational and physical therapists, and nutritionists; chiropractors; and home-health services.
- The movie and amusement industry will add 2,500 jobs between 1995 and 2002. There will be 2,400 additional jobs in social services occupations.
- The completion of several new hotels, as well as hotel expansions, will boost hotel employment by 1,800 jobs during the seven-year span. Retail and trade employment is projected to grow by more than 7,000 new jobs, nearly half in restaurants and bars, spurred by population growth and increasing tourism.
- In 1999, the number of government jobs in the region unexpectedly rose by 12,700, with increases in local education jobs accounting for the vast majority of growth in this sector.
- The City and County of San Francisco reports sustained growth in key industries such as tourism, finance and retailing have brought the unemployment and commercial vacancy rates down to 3.5 and 2.2 percent, respectively. Spurred by a strong economy and burgeoning new industries such as digital media, San Francisco businesses have created nearly 40,000 new jobs in the last two years.
- Nowhere is this robust local economy more evident than in the physical environs of the City itself. Downtown has become a major retailing center, as more big names establish flagship stores here. San Francisco, birthplace of Levi's and The GAP, is now home to such strong retail entities as Banana Republic, Old Navy, Nike, Chanel, Diesel, Ann Taylor, Rockport, Bulgari, Virgin Records and Saks Fifth Avenue Men's Store. A sign of the continued ascension of San Francisco in the eyes of international shoppers is the recent decision by Bloomingdales to locate on Market Street, across from the Cable Car Turnaround, in an historic building recently vacated by Emporium. While outlying retail centers had flagging sales, the Union Square District posted record numbers last year.
- Complementing this increase in private sector investment is a number of civic projects, approved by the voters and built under the strict management of the City.

PENULTIMATE DRAFT

Many are public/private partnerships, such as the Giants downtown ballpark, the 49ers stadium and retail complex in Bayview, and the expansive Mission Bay development along Third Street, the University of California at San Francisco's biotechnology campus commences a new center for higher education; a \$2.5 billion expansion of the San Francisco International Airport cements the City's place as a major transportation hub; the renewal of Civic Center and Union Square reflect a strong belief in the importance of the urban center in American life.

Decommissioned military bases at Hunters Point and Treasure Island are rekindling the visionary spirit that has always characterized San Franciscans, as responsible and innovative plans are drawn up for civilian reuse of these vast areas.

- The strong attraction of San Francisco as the setting for major conferences continues unabated. To meet this need, the Planning Department has approved several new hotel proposals, and voters have approved an expansion of the Moscone Convention Center, which is already booked nearly every day until 2010.
- The transit infrastructure of The City continues to be improved across the board. Light rail projects have been approved for transit-intensive districts such as the Third Street Corridor in the Bayview District, providing high-speed access between the heart of The City and the southeast side. Meanwhile, along the Embarcadero the "E" line has begun regular service from downtown to CalTrain, forging a direct link between the consumer-saturated Peninsula and all destinations along the Market Street Corridor, including major BART (Bay Area Rapid Transit) stations in the Mission District. To the delight of residents and tourists alike, the historic "F" Market trolley will soon be rolling all the way from the Castro to Fisherman's Wharf.
- The historic Port of San Francisco has seen a dramatic revitalization and plans for an increase of terminal services for cruise ships and ferry boats are proceeding strongly. On the other side of The City, the San Francisco International Airport's expansion and upgrade will make it one of the most high-volume, state-of-the-art transportation facilities in the world. Construction of the new terminals is nearing completion, with a direct BART link to San Francisco as one of the main features.

The following pages are selected excerpts of the local 1998 "Occupational Outlook San Francisco," a 35-page annual publication of the PIC, the EDD, and the California Occupational Information Coordinating Committee. For the complete publication, visit the EDD LMID website at www.calmis.ca.gov.

The following are examples of the San Francisco Occupational Outlook reports.

- Cashiers
- Cooks, Restaurant
- Food Preparation Workers
- General Office Clerks
- Janitors and Cleaners
- Guards and Watch Guards
- Home Health Aides
- Receptionists and Information Clerks
- Secretaries, General
- Waiters and Waitresses

Full text to be provided
to the State.

General Office Clerks

OES 553470

General Office Clerks perform a wide variety of tasks. Clerical duties may be assigned in accordance with the office procedures of individual establishments and may include a combination of bookkeeping, typing, stenography, office machine operation, and filing. The occupation does not include workers whose duties are narrowly defined.

Occupational Skills & Abilities

Qualifications rated as important for job entry are listed.

Technical Skills:

- Data entry skills
- Alphabetic and numeric filing skills
- Proofreading skills
- English grammar, spelling, and punctuation skills
- Ability to type at least 45 wpm
- Ability to use a computer, including word processing software
- Telephone answering skills
- Ability to use a variety of office equipment
- Problem solving skills
- Record keeping skills

Personal or Other Skills:

- Ability to pay attention to detail
- Ability to meet deadlines
- Organizational skills
- Ability to manage multiple priorities
- Interpersonal skills
- Willingness to work with close supervision
- Ability to work independently

Basic Skills:

- Basic math skills
- Ability to read and follow instructions
- Ability to write legibly
- Oral communication skills

Training, Experience & Other Requirements

Training & Education:

Most recent hires have either a high school diploma or equivalent, associate, or bachelor's degree. Formal training is available through community-based organizations, community colleges, private vocational schools, and regional occupational programs.

Experience:

Employers sometimes require 6-24 months of related experience.

Supply & Demand Assessment

Inexperienced:

Employers reported *little difficulty* finding inexperienced applicants.

Experienced:

Employers reported *little difficulty* finding experienced applicants.

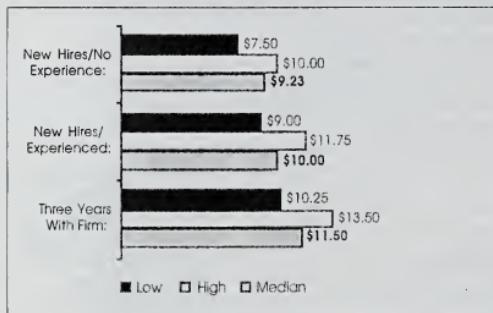
Employment Statistics & Trends

Occupation Size: *Very Large*
1992 Estimated Employment: 20,010
Projected Job Growth 1992-99: .4%
Occupation Growth: *Slower Than Average*

Number of firms responding to survey: 15

General Office Clerks (cont.)

Hourly Wages: Low, High & Median (Fall 1996)



Fringe Benefits

	Full-time	Part-time
Paid Vacation:	92%	75%
Paid Sick Leave:	92%	75%
Retirement Plans:	85%	50%
Medical Insurance:	100%	50%
Dental Insurance:	85%	50%
Vision Insurance:	31%	50%
Life Insurance:	85%	50%
Child Care:	15%	25%

No. firms responding: 13/13 4/5

Recruitment Methods

Newspaper Advertisements:	73%
Current Employees' Referrals:	47%
Employment Development Department:	47%
In-house Promotions/Transfers:	27%
Private Employment Agencies:	20%
Public School/Program Referrals:	20%

Public agencies also use civil service announcements

Major Employing Industries Ranked by occupational size

- Banks
- Colleges & Universities
- Employment Agencies
- Insurance Agents, Brokers, & Services
- Government Agencies
- Engineering Services

Other Sources of Information

- California Occupational Guide No. 295 (1995)

ATTACHMENT 8 - SAN FRANCISCO'S SUNSHINE ORDINANCE**TEXT OF PROPOSED ORDINANCE — Proposition G****To become effective January 1, 2000**

Note: Within Section 2, deletions are indicated in ((double parentheses)); additions are underlined.

Be it ordained by the People of the City and County of San Francisco:

SECTION 1. TITLE

This initiative may be cited as the Sunshine Ordinance of 1999.

SECTION 2.

Part I of the San Francisco Municipal Code (Administrative Code) is hereby amended in Chapter 67 to read as follows:

ARTICLE I: IN GENERAL**SEC. 67.1 Findings and Purpose.**

The Board of Supervisors and the People of the City and County of San Francisco find and declare ((declares)):

- (a) Government's duty is to serve the public, reaching its decisions in full view of the public.
- (b) ((Commissions)) Elected officials, commissions, boards, councils and other agencies of the City and County exist to conduct the people's business. ((This ordinance will assure that their deliberations are conducted before the people and that City)) The people do not cede to these entities the right to decide what the people should know about the operations ((are open to the people's review.)) of local government.
- (c) Although ((that is the intent also of California's Ralph M. Brown Act and Public Records Act, the people of California have learned from costly experience that)) California has a long tradition of laws designed to protect the public's access to the workings of government, every generation of governmental leaders includes officials who feel more comfortable conducting public business away from the scrutiny of those who elect and employ them. New approaches to government constantly offer public officials additional ways to hide the making of public policy from the public. ((civic issues and new governmental procedures also can erode the public's fundamental rights. Violations of open government principles occur at all levels, from local advisory boards to the highest reaches of the state hierarchy.
- (d) It is time for San Francisco to reaffirm the plain purpose of the state's open government laws and to apply their underlying principles to local circumstances. No law is self-enforcing. Continued vigilance is essential)) As government evolves, so must the laws designed to ((assure)) ensure that the process remains visible.
- (e) The right of the people to know what their government and those acting on behalf of their government are doing is fundamental to democracy, and with very few exceptions, that right supersedes any other policy interest government officials may use to prevent public access to information. Only in rare and unusual circumstances does the public benefit from allowing the business of government to be conducted in secret, and those circumstances should be carefully and narrowly defined to prevent public officials from abusing their authority.
- (f) Public officials who attempt to conduct the public's business in secret should be held accountable for their actions. Only a strong Open Government and Sunshine Ordinance, enforced by a strong Sunshine Ordinance Task Force, can protect the public's interest in open government.
- (g) ((e)) The people of San Francisco enact these amendments ((want an open society. They do not give their public servants the right to decide what they should know. The public's right to know is as fundamental as its right to vote. To act on truth, the people must be free to learn the truth. (f) The sun must shine on all the workings of government so the people may put their institutions right when they go wrong. San Francisco enacts this ordinance)) to assure that ((, in general intent as well as in administrative procedure,)) the people of ((this City)) the city remain in control of the government they have created.
- (h) Private entities and individuals and employees and officials of the City and County of San Francisco have rights to privacy that must be respected. However, when a person or entity is before a policy body or passive meeting body, that person, and the public, has the right to an open and public process.

SEC. 67.2 Citation. This chapter may be cited as the San Francisco Sunshine Ordinance.

Full text to be provided to the State.

ATTACHMENT 9 - THE PRIVATE INDUSTRY COUNCIL'S CONFLICT OF INTEREST CODE**CONFLICT OF INTEREST CODE FOR
THE PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO**

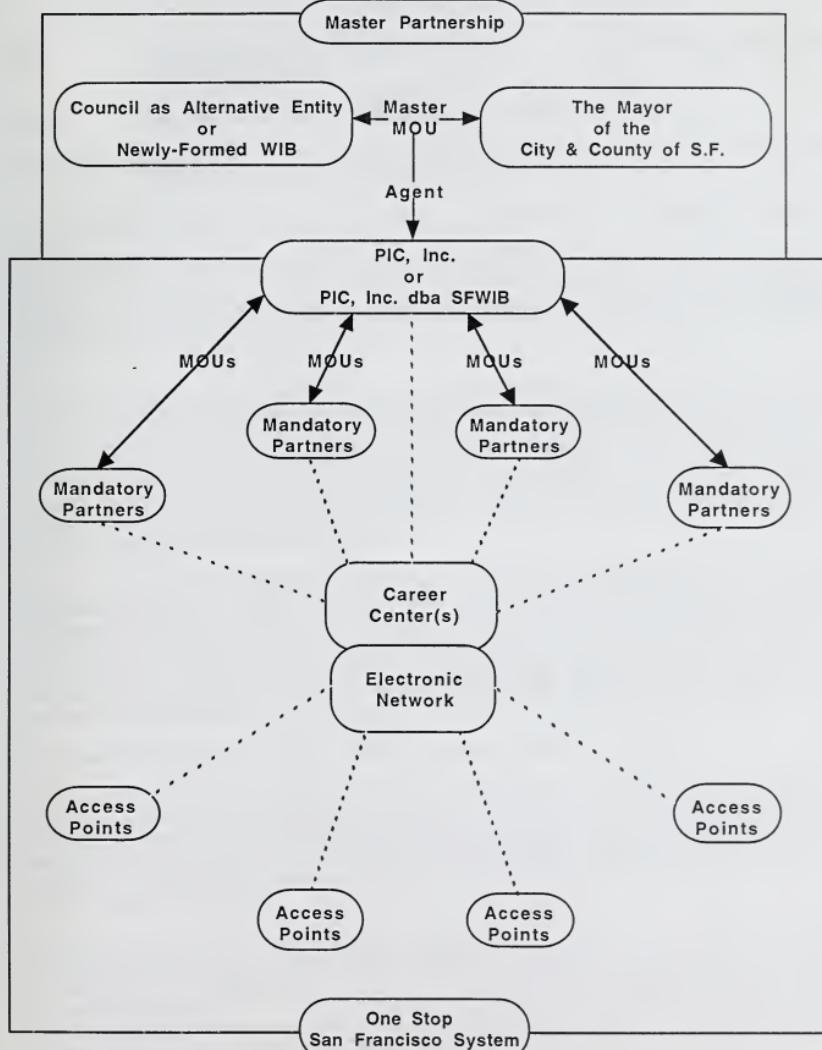
The Political Reform Act, Government Code Sections 81000, et seq., requires state and local government agencies to adopt and promulgate Conflict of Interest Codes. The Fair Political Practices Commission has adopted a regulation, 2 Cal. Adm. Code Section 18730, which contains the terms of a standard Conflict of Interest Code, which are incorporated herein, and which may be amended by the Fair Political Practices Commission to conform to amendments in the Political Reform Act after public notice and hearings. Therefore, the terms of 2 Cal. Adm. Code Section 18730 and any amendments to it duly adopted by the Fair Political Practices Commission are hereby incorporated by reference and, along with the attached Appendix in which officials and employees are designated and disclosure categories are set forth, constitute the Conflict of Interest Code of the Private Industry Council of San Francisco.

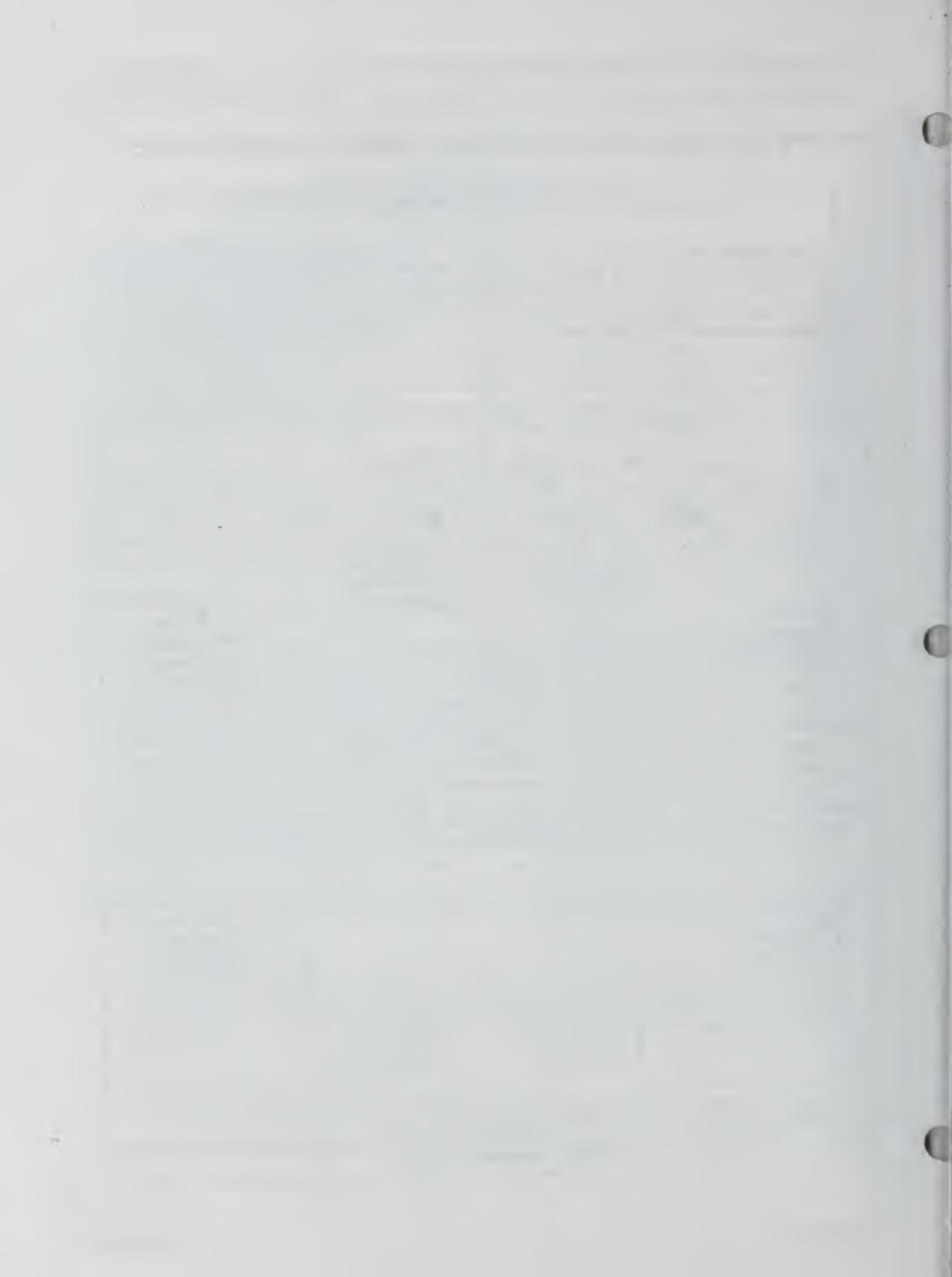
Pursuant to Section 4(A) of the Standard Code and Section 58.4 of the City and County of San Francisco Municipal Code, the President of the Private Industry Council of San Francisco, Inc. shall file his or her annual statements of economic interests with the Clerk of the San Francisco Board of Supervisors and all other designated officials and employees of the Private Industry Council of San Francisco shall file their statements of economic interests with the President of the Private Industry Council of San Francisco, Inc.

18730. Provisions of Conflict of Interest Codes

- (a) Incorporation by reference of the terms of this regulation along with the designation of employees and the formulation of disclosure categories in the Appendix referred to below constitute the adoption and promulgation of a conflict of interest code within the meaning of Government Code Section 87300 or the amendment of a conflict of interest code within the meaning of Government Code Section 87306 if the terms of this regulation are substituted for terms of a conflict of interest code already in effect. A code so amended or adopted and promulgated requires the reporting of reportable items in a manner substantially equivalent to the requirements of Article 2 of Chapter 7 of the Political Reform Act, Government Code Sections 81000, et seq. The requirements of a conflict of interest code are in addition to other requirements of the Political Reform Act, such as the general prohibition against conflicts of interest contained in Government Code Section 87100, and to other state or local laws pertaining to conflicts of interest.
- (b) The terms of a conflict of interest code amended or adopted and promulgated pursuant to this regulation are as follows:
 - (1) Section 1. Definitions.
The definitions contained in the Political Reform Act of 1974, regulations of the Fair Political Practices Commission (2 Cal. Code of Regs. Sections 18100, et seq.), and any amendments to the Act or regulations, are incorporated by reference into this conflict of interest code.
 - (2) Section 2. Designated Employees.
The persons holding positions listed in the Appendix are designated employees. It has been determined that these persons make or participate in the fulfillment of their responsibilities to the State.
 - (3) Section 3. Disclosure Categories.

ATTACHMENT 10 - PROPOSED ORGANIZATION OF THE ONE STOP SAN FRANCISCO SYSTEM







PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.
MEMORANDUM

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TO: MEMBERS, CALIFORNIA STATE WORKFORCE
INVESTMENT BOARD

DATE: FEBRUARY 17, 2000

FROM: RAYMOND R. HOLLAND

SUBJECT: COMMENTS ON THE JANUARY 29TH DRAFT OF CALIFORNIA'S FIVE-YEAR STRATEGIC WORKFORCE INVESTMENT PLAN

The JTPA Hold Harmless Provision Applied to the Allocations of PY2000 WIA Funds:

Several months ago the U.S. Secretary of Labor determined that, to ensure a smooth transition from the JTPA to the WIA legislation, she has the authority to apply the "JTPA Hold Harmless Provisions" to the PY2000 allocations of WIA funds (which would ensure that their amounts not be less than approximately ninety percent of the corresponding allocations of PY'99 JTPA funds) and she delegated that authority to each of the nation's fifty governors.

While the interrogatory for subsection III.B.1.d.i. of the January 29th draft plan asks how the State intends to allocate "Discretionary WIA Funds" authorized under subsections 128 (b)(3)(B) and 133 (b)(3)(B) of the Act to local areas and "how (those) ... formulae (will) ... avoid significant shifts in funding levels to local areas", the draft plan does not explain what the consequences of the allocations of the "Formula WIA Funds" authorized under subsections 128 (b)(2)(B) and 133 (b)(2)(B) of the Act will be, it does not acknowledge the additional authority which the governor has been provided to apply the "JTPA Hold Harmless Provision", and it does not indicate whether that factor will or will not be applied for purposes of allocating the PY2000 "Formula WIA Funds".

Since it is estimated that, without the application of the "JTPA Hold Harmless Provision", the amount of the PY2000 allocation of "Formula WIA Title I Youth Funds" for the proposed San Francisco Workforce Investment Area will be over fifty percent less than the combined amount of the allocations of JTPA Titles IIB and IIC funds for the congruent San Francisco Service Delivery Area in PY'99 (while not as extensive, the reduction in "Formula WIA Title I Adult Funds" is also estimated to be significant without that provision being applied), we urge that the final version of the initial State Plan indicate that "the JTPA Hold Harmless Provisions will be applied to the allocations of both Formula WIA Title I Adult and Youth Funds".

The Planned Provision of Adult Training Services Through Contracts:

The January 29th draft plan (or rather the outline for it which is derived from the Labor Department's planning guidance) implies that all training services for adults will, beginning July 1st of this year, be procured exclusively through the "Individual Training Accounts" (ITAs or vouchers) which are redeemed with provider organizations on a State-maintained "Eligible Training Provider List" (or ETPL) and that contracts for training services which are procured through competitive processes by local boards will be limited to those serving youths.

This is misleading because it assumes that the State's policies on ITAs and the ETPL have all been established and that both sets of policies and the systems they entail will have been implemented by July 1st of this year. The fundamental policy options which are still being considered by the State for its ITA system in subsection III.B.1.g.ii. of the draft plan and the possible proposed demonstration project described in subsection III.B.2.c. of the draft plan for which the State may be selected to implement with approximately fourteen of California's local boards and the three different versions of ETPLs they are now using demonstrate that neither system will be fully operational for all local boards by July 1st.

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As a result of this, of the fact that the Federal Government wants a smooth transition from JTPA to WIA, and of the fact that some local boards are already planning to commit significant amounts of their initial PY2000 WIA Title I Adult Funds to training services which are customized for specific employers and (through programs of demonstrated effectiveness conducted by community based organizations) for special populations facing multiple barriers to employment as authorized in subsection 134 (d)(4)(G)(ii) of the Act, we urge that these alternative strategies (which, for lack of any other alternatives, may be the only strategies that will actually be available on July 1st of this year) be noted somewhere in the final version of the State's plan or at least formally acknowledged by the State and its WIB.

Jobs for Eligible Youths in the Summer of 2000:

Although not as helpful as many had hoped, on January 31st the Labor Department issued a "Program Guidance for (the) Implementation of Comprehensive Youth Services under the Workforce Investment Act during the Summer of 2000" and, for reasons that should be obvious, its potential consequences were not addressed in the January 29th draft of the State's initial Workforce Investment Plan.

One of the most significant consequences of that communication may be that the first concrete news published about the new law's implementation in California will be a dramatic decline in the projected number of economically disadvantaged youths between the ages of 14 and 17 who will be able to experience their first employment in the popular, federally-subsidized summer jobs.

The reasons for this projected decline in the numbers of eligible youths who can be served should be obvious. Slightly fewer WIA Title I Youth dollars have been appropriated for PY2000 than were appropriated in PY'99 under JTPA Titles IIB and IIC, the State will divert some of the funds allotted to it for its own uses, the amounts allocated to some local areas will decline either slightly or (if the JTPA Hold Harmless Provision is not applied) dramatically, the projected per capita costs for serving each youth will double or triple because of the required program enhancements and of the additional data which will be required to be collected for them, and because of the increased costs of simply conducting business.

The Labor Department's suggestion that funds be raised from other sources to supplement WIA funds will generally not mitigate the bad news about the new law's implementation. This is because other sources are becoming increasingly resentful of being asked to finance the deficits of other programs (especially programs financed by either the State or Federal Governments) without appropriate credit and, worse, of being asked to collect and report data they would not otherwise collect or report but for WIA.

It would be very unfortunate if the first concrete news about the new law's implementation is about the partial or total dismantlement of such a popular program. The final version of the State's plan should prepare everyone for those lowered expectations.

Perhaps more important is the issue of how the State intends to treat additional *ex post facto* rules and policies which it is certain will be received from the Labor Department (e.g., the final rules and regulations, etc.). In order to retain some sanity, we suggest that the State WIB adopt a policy that it will not accept *ex post facto* rules and policies unless their consequences are neutral or unless they benefit the State and that the State should instruct each Local Board to adopt similar policies.

cc: Mayor Willie L. Brown, Jr.

All Members of the Private Industry Council of S.F.

All Members of its Strategic Transition Committee

All Members of its Transitional Youth Council

All Representatives of San Francisco's Mandatory One Stop Partners

All PIC Subcontractors

PIC and SFDHS Staffs

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PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.

*creating
employment
opportunities*

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**NOTICE OF A PUBLIC MEETING
OF THE PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO**

DATE:	Tuesday, May 9, 2000
TIME:	3:00 – 4:30 P.M.
LOCATION:	PG&E Energy Center 851 Howard Street (between Fourth & Fifth streets)

Proposed agenda appears on reverse side

Council members please RSVP to PIC's receptionist at 415-431-8700 no later than Friday, May, 5th

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Issued May 1, 2000



If you require special accommodation due to a disability, please call Roberta Fazande
at 415-431-8700 or TDD 800-735-2929 (CRS) at least 72 hours in advance.

Know your rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code):

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For information on your rights under the Sunshine Ordinance or to report a violation of the ordinance contact the Sunshine Ordinance Task Force at 415-554-6083.

PROPOSED AGENDA

1. Public Testimony on Proposed Agenda Items
2. Adoption of an Agenda *
3. Adoption of Minutes from the Council's Meeting of February 25, 2000 (enclosed) *
4. Chairman's Report
5. Committee Reports
 - a. Transitional Youth Council
 1. WIA Youth Program Design and Proposal Selection Criteria — Bob Anyon and Lucy Scarbrough (enclosed) *
 - b. Refugee Committee
 1. Review of Refugee Service Providers and Initial Planning for Federal Fiscal Year (FFY) 2000 — Jack Fitzpatrick (enclosed) *
6. President's Report
7. Public Testimony on Issues Not on the Agenda
8. Adjournment *

* May require Council action



PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.

MEMORANDUM

TO: MEMBERS, PRIVATE INDUSTRY COUNCIL
MAYOR BROWN

DATE: MAY 1, 2000

FROM: *Ronan* *Lucy Scarbrough*
BOB ANYON AND LUCY SCARBROUGH, CO-CHAIRS, TRANSITIONAL
YOUTH COUNCIL

SUBJECT: WIA YOUTH PROGRAM DESIGN AND PROPOSAL SELECTION
CRITERIA

The Transitional Youth Council is requesting your approval of:

A **program design** for youth services under the Workforce Investment Act (WIA or the Act); and

A set of **rating criteria** for the selection of proposals to be solicited for the delivery of youth services.

In mid-April the Department of Labor accepted a revised version of California's Abbreviated WIA Youth Plan, allowing the State to gain early access to at least 25% of its funding allotment for youth. Based on that, the State has tentatively approved the Youth portions of San Francisco's Strategic Five-Year Local Workforce Plan. Amounts to be made available to local areas have not been finalized.

There has been considerable confusion in the communities about a PIC-sponsored work experience program for youth this summer. As you will discover in reading these recommendations, the answer is complex: There *will* be summer jobs, but only as an entry-point into a comprehensive program that includes more intensive, long-term services to a smaller number of youth.

In meetings on April 17 and May 1, a quorum of Transitional Youth Council members reviewed extensive written material in forming these recommendations.

This memorandum outlines the Transitional Youth Council's recommendations for a general program design and suggests criteria for evaluating proposals in response to a youth developmental services RFP. It presents, in brief, the requirements of the Act, objectives of the State's Youth Plan, and the central themes of San Francisco's Plan as follows:

OUTLINE

I. BACKGROUND.....	2
A. WIA DESIGN ELEMENTS.....	3
B. FUNDING	3
C. PERFORMANCE ACCOUNTABILITY SYSTEM.....	4
D. ELIGIBILITY.....	5
II. STRATEGIC FUNDING RECOMMENDATION.....	6
III. PROGRAM DESIGN RECOMMENDATION.....	6
A. YOUTH SERVICES PROGRAM ELEMENTS	7
B. YOUTH TO BE SERVED	8
C. GENERAL RFP REQUIREMENTS.....	9
D. SOLICITATION TIMETABLE	10
E. CONTRACTING.....	10
IV. PROPOSAL SELECTION CRITERIA RECOMMENDATION	10

I. BACKGROUND

On July 1, 2000, WIA will replace the Job Training Partnership Act as the principal federal initiative for funding universal workforce preparation services to adults, dislocated workers, and youths.

In San Francisco and throughout the nation, WIA will change the standards for meeting the needs of employers and job seekers. It redefines performance and accountability and introduces customer choice and customer satisfaction. It is complex legislation, and the Department of Labor's Rules and Regulations have yet to be published in final form.

Governors in each state have broad powers of administration, and several states began implementation last July. California's State Workforce Investment Board has met only twice in preparation for WIA implementation, and has not provided much guidance for local implementation.

WIA authorizes local youth councils, working through the local workforce investment boards, to be responsible for the selection and oversight of youth programs and to competitively award grants or contracts to youth providers. WIA youth providers (subcontractors) will be procured as they were under JTPA, and are not required to be certified as are adult providers under WIA's Eligible Training Provider List.

A brief review of the design considerations is presented below. The word "program" refers to the WIA subgrant at the PIC/WIB level; the word "project" refers to a subcontract for service delivery.

A. WIA Design Elements

The Workforce Investment Act requires youth service program elements grouped into the several major themes¹. In operational terms, purposes can be simply stated as:

- Improving educational achievement;
- Preparing for and succeeding in employment;
- Providing comprehensive supportive services for youth; and
- Developing youth as citizens and leaders.

WIA brings new objectives to youth services. Each youth is to receive a thorough, consistent and professional up-front assessment. Referral to appropriate services is to be well thought out and seamless.

WIA prescribes **comprehensive elements** that all local programs must make available to targeted youth populations. Program elements include:

1. Preparation for post-secondary educational opportunities;
2. Strong linkages between academic and occupational learning;
3. Preparation for unsubsidized employment opportunities;
4. Effective linkages with intermediaries with strong employer connections;
5. Alternative secondary school services;
6. Summer employment opportunities directly linked to academic and occupational learning;
7. Paid work experiences as appropriate (including internships and job shadowing);
8. Occupational skills training;
9. Leadership development opportunities;
10. Comprehensive guidance and counseling;
11. Supportive services; and
12. Follow-up services.

B. Funding

While the State has yet to announce definitive WIA allocations, there are federal formula provisions you should be aware of.

After set asides at the federal level (for national Youth Opportunity Grants, migrant youth activities, youth academies, outlying areas in the Pacific, and Native American youth activities), the remaining funds are then allotted to States under a formula based on relative unemployment and relative numbers of economically disadvantaged youth. The State reserves 15 percent of its youth allotment for statewide activities and sends 85 percent to the local level.

Unless the Governor implements the "hold harmless" factor in the local funding allocations, San Francisco will experience a steep drop from the revenue it received under JTPA IIB and C. The Governor has not acted yet.

At least 30 percent of WIA youth funds must be expended for services to out-of-school youth.

In San Francisco, funding for successful proposals may be provided from additional public or private sources — other than WIA — that may become available. Examples include YOG funds (currently determined by residency in an Enterprise Community), local public assistance funds, refugee funds, Governor's discretionary funds, or others to be identified.

C. Performance Accountability System

The Act establishes ***core indicators of performance*** relating to activities for eligible youth. The Secretary of Labor negotiates the expected levels of performance with each State; States then negotiate expected levels of performance with each local area. Negotiations at both levels are to take into account differences in special economic and demographic factors.

The core indicators of performance for youth age 14-18 include:

1. Attainment of basic skills and, as appropriate, work readiness or occupational skills;
2. Attainment of secondary school diplomas and their recognized equivalents; and
3. Placement and retention in postsecondary education or advanced training, or placement and retention in military service, or employment — including qualified apprenticeship.

The core indicators of performance for youth participants age 19-21 (and for adult and dislocated worker activities, except for self-service and informational activities) include:

1. Entry into unsubsidized employment;
2. Retention in unsubsidized employment 6 months after entry into employment;
3. Earnings received in unsubsidized employment 6 months after entry into the employment; and
4. Attainment of a recognized credential relating to achievement of educational or occupational skills for individuals who enter employment. (For youth age 19-21, educational and skill attainment is measured for all individuals who enter postsecondary education, advanced training, or employment.)

In addition, a customer satisfaction indicator must be established that measures employers' and participants' satisfaction with the services received under this Act. The inclusion of a customer satisfaction indicator is important because

securing employment is not the sole concern when job seekers enter the workforce investment system. Customers, including employers, are also concerned with their access to quality information, their treatment by program staff, and their access to services — in short, how well they feel that the system met their needs.

D. Eligibility

Eligible youth means an individual who:

- (A) Is not less than age 14 and not more than age 21;
- (B) Is a low-income individual¹²; and
- (C) Is an individual who is one or more of the following:
 - (i) Deficient in basic literacy skills;
 - (ii) A school dropout;
 - (iii) Homeless, a runaway, or a foster child;
 - (iv) Pregnant or a parent;
 - (v) An offender; and,
 - (vi) An individual who requires additional assistance to complete an educational program, or to secure and hold employment.

"Basic skills deficient" means, with respect to an individual, that the individual has English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test or a comparable score on a criterion-referenced test.

The definition of item (vi) above, in San Francisco's Plan, is "Persons (aged 14 to 21 years) who require supportive services and/or longer term education and skill training due to multiple barriers to employment, including: enrollment in special education, school drop-outs, students maintaining less than a "C" average, truants, persons with Limited English Proficiency, persons with disabilities including learning disabilities, physical and mental disabilities, and sensory impairments, offenders, single parents, non-custodial parents, pregnant women, persons with substance abuse and alcohol problems, and homeless persons."

In addition, the Act and our Local Plan provide for a general emphasis on service to public housing and Section 8 residents, youth involved in the juvenile justice system, and others.

In summary, emphasis under WIA will shift from JTPA's discrete Summer and Year-round programs to integrated, coordinated projects with universal up-front assessment, comprehensive case management, and long-term follow-up.

WIA provides for close cooperation and collaboration among existing family resource and youth service centers, foster care, public housing, juvenile justice, law enforcement, education, welfare, disability and other relevant resources.

A brief side-by-side summary comparison of the old and new may be useful:

Job Training Partnership Act	Workforce Investment Act
Title IIB: Allocation for Summer Youth Empl. & Training Pgm. (SYETP)	Section 129 Youth Services: One funding stream for <u>all</u> youth activities.
Separate funding stream exclusively for short-term summer jobs lasting eight weeks at public and non-profit worksites, delivered through competitively-procured subcontracts with educational institutions and geographically-based community-based agencies.	No separate appropriation, but summer jobs remain one of the required components of WIA and may be an entry point into the system. Must be coupled with the full range of youth services, including 12-month follow-up.
Title IIC: Basic Employment and Training Program	At least 30% of the youth fund must be spent for out-of-school participants.
Train and place youths in employment through competitively-procured subcontracts for classroom training, OJT, and/or individual referral programs.	All projects must provide support services for youth. See "WIA Design Elements" above.
Eligibility: Economically disadvantaged residents age 14-21, in-school or out.	Eligibility: Low Income residents age 14-21, in-school or out, with one or more of WIA's six barriers.

II. STRATEGIC FUNDING RECOMMENDATION

The Transitional Youth Council recommends that **\$280,000** be set aside from the competitive procurements to fund the SFUSD STEP School To Career activity. This set aside is necessary to match and complement City and County funding from the Department of Children, Youth and Their Families.

III. PROGRAM DESIGN RECOMMENDATION

The Transitional Youth Council recommends a single solicitation for youth services under the Workforce Investment Act, since the Act funds year-round youth services not summer programs separately. However, if an agency, organization, or institution believes that it can provide specific services to youth in an effective, efficient, and superior manner AND it wants to bid solely on the delivery of those specific services, the solicitation will encourage such a response.

A Request for Proposals (RFP) will be announced by mail to the PIC's master lists of interested parties along with newspaper notices and Internet publication.

A. Youth Services Program Elements

The RFP will seek proposals providing effective youth development. WIA will support a wide variety of activities that serve the holistic needs of a youth and treat them as the central actors in their own development.

A comprehensive, thorough assessment, and the careful preparation of an individualized service strategy with quality referral plan are essential first steps.

WIA encourages projects that:

- Provide in-depth, up-front assessment of work-readiness skills and, where appropriate, basic skills, and a well thought out referral system;
- Incorporate a variety of workforce development approaches to help youth identify personal interests and begin their progress toward long-term employment goals;
- Incorporate opportunities for community service and civic responsibility;
- Offer work opportunities for youth as an environment for learning, building responsibility, and achieving personal development and growth, specifically by incorporating learning objectives tied to the youth's individualized service strategy and agreed to by the youth, employer, case manager, and education provider, as applicable;
- Leverage resources and funding through collaboration and partnership, including efforts toward self-sustainability;
- Are effectively connected with the private sector for advice and assistance;
- Structure strong, long-term relationships between youth and competent, caring adults as mentors and advisors;
- Emphasize family and peer support, including parental involvement and peer networks;
- Recognize and respond to age, developmental needs, and learning objectives;
- Provide extended services that stay connected with the youth for a longer term, at least a year, including post-placement follow-up, peer support groups, and retention/retraining services.

All proposals must demonstrate the ability to offer one or more of the WIA-required activities (not listed in priority order):

- a. Drop-out prevention;
- b. Basic skills remediation;
- c. Alternative secondary school choices;
- d. Summer employment opportunities;
- e. Paid work experience;
- f. Paid or unpaid internships;
- g. Occupational skills training (such as OJT, classroom training, customized training);
- h. Post-secondary preparation;
- i. Leadership development opportunities;

- j. Non-traditional training opportunities (for example, training for women for jobs in which women represent not more than 25% of current job holders); and/or
- k. Direct job placement services.

Priority will be given to:

- Proposals that provide subsidized summer jobs as entry points into a comprehensive youth services program (primarily for younger youths between 14 and 17 years), and
- Proposals that help meet the program's overall goal of 30% expenditure for out-of-school youth (primarily for older youths between 18 and 21 years).

Proposals for specific services (as opposed to proposals for complete WIA services) will be encouraged.

Each proposal will describe how it will deliver WIA youth services and define the pre- and post-program results it will achieve. In addition, proposals will include required WIA components:

1. Development of a comprehensive Individual Service Strategy for each youth;
2. Intensive case management and one-to-one counseling;
3. Involvement of youth in enrichment activities including leadership; and,
4. Comprehensive follow-up services for one year.

Funding should flow to the City's best practitioners of comprehensive youth services, especially those who develop strong partnerships within their communities, within the City's educational institutions, and within the private sector's rich resource of employers.

Good proposals are creative and able to be implemented. Successful proponents will reinvent youth services to wrap them around the needs of the youth rather than trying to fit the youth into the service. Proposals for job training and placement will be supported by current labor market research.

The solicitation should set forth the environment in which the projects will function, and let the proponents do the creative work.

B. Youth to be Served

The RFP will specify special groups for enrollment priority. Successful proposals will demonstrate the ability and track record to effectively serve the special groups. The Act requires certain service priorities [see Eligibility (A)-(C)(vi) above], but there are also local priorities.

The San Francisco Plan has a special commitment to serving individuals with multiple barriers to employment. Included in this group are "homeless individuals (especially homeless youths), dislocated workers; displaced homemakers; low-income individuals, migrant and seasonal farm workers; public assistance recipients; women; minorities; individuals training for non-traditional employment; veterans; older individuals; people with limited English speaking ability; and people with disabilities."

A complete list of target groups in the San Francisco Plan also includes computer illiterate youth, those in single parent home or unstable family environment, persons with a lack of labor force attachment, and those with a past inability to achieve a living wage.

C. General RFP Requirements

Proposals will be invited from providers who are experienced in and capable of providing comprehensive youth services under the heightened standards of WIA.

Substantial points in the evaluation criteria will be given for leveraging other funds. Each proponent will be expected to attest to its method of coordination and linkage with WIA system initiatives and activities, including (for example): One Stop San Francisco and its Access Points, Youth Opportunity Grant (YOG) activities in Enterprise Communities, Mayor's Youth Employment and Education Program (MYEEP), Jobs For Youth (JFY), San Francisco School To Career Partnership, Summer Training and Education Program (STEP), YouthWorks, First Source Hiring, YouthBuild, Job Corps Treasure Island, San Francisco's Conservation Corps and League of Urban Gardeners (SLUG), and others to be identified by the proponent.

Technical assistance will be provided by senior members of the PIC staff with youth program experience.

Proponents will be encouraged to apply for the largest possible project they can reasonably manage.

Under strict policies of both the City and PIC, no proposals will be accepted after the due date and time.

A Proposal Review Team will be appointed by the PIC President. No individual will be appointed to the Team if he or she has an economic conflict. The Review Team will evaluate proposals and provide recommendations through the PIC President to the Transitional Youth Council.

No member of the Transitional Youth Council with a conflict of interest will be allowed to discuss, propose motions, or vote on any matter which affects the funding of individual agencies.

After its public hearings, recommendations of the Transitional Youth Council will be provided to the Mayor and Private Industry Council for their approval.

D. Solicitation Timetable

Event	Date
Staff Recommendations to Transitional Youth Council (TYC)	April 10, 2000
TYC approval of program design and RFP selection criteria	April 17, May 1
* Mayor/PIC approval of program design and criteria	May 9, 2000
Announcement and distribution of RFP and schedule	to be determined
Bidders' Conference	to be determined
Proposal due date	to be determined
Staff's review, funding recommendations to the TYC	to be determined
Transitional Youth Council public hearing(s)	to be determined
TYC recommendations to the Mayor and PIC	to be determined
Letters of Intent, Subcontract negotiations	to be determined
Projects begin	to be determined

*The Board of Directors may act for the Private Industry Council at an earlier date.

E. Contracting

The PIC will reserve the right to negotiate characteristics to insure that it meets all of WIA's mandated performance minimums (e.g., 30% out-of-school expenditure requirement).

The term of subcontracts may vary, but in general will be for one Program Year (July to June). Contracts with Summer activities will begin earlier. Renewals (if permitted by Regulation, State Directive, and new WIB) will enable subcontractors with good performance records to continue for one or two additional years if funds are available.

All subcontractors will agree to participate as an Access Point in the Internet-based One Stop system, attend development and training sessions designed for continuous improvement of the system, help develop and collect information for employer and client satisfaction measures, and provide safe and easily accessible locations that comply with the Americans with Disabilities Act.

IV. PROPOSAL SELECTION CRITERIA RECOMMENDATION

The Transitional Youth Council recommends that proposals be divided into two groups:

For in-school students, proposals for a year-round and/or summer-entry enrichment experience followed by a full 12 months of follow-up; and

For out-of-school youth, proposals for educational services and/or employment related services, training, placement, and follow-up.

Both the State's and San Francisco's Plans provide instructions for the criteria to be used in awarding grants for youth activities, including (but not be limited to) cost or rate per positive outcome; quality of recruitment, screening, referral, assessment; individualized service strategy; curricula of job training; case management and support systems; job placement activities; community infrastructure and track record; and coordination with employers and the workforce development system."

Recommended proposal selection criteria are:

Criteria	Points
A. Program Description Description of activities to be performed, and likelihood that the project will succeed in meeting the intent of the Act.	35
B. Organization and Coordination Proposed organization of the project, and linkages with employers, institutions, and other agencies in the youth service system.	25
C. Experience with Special Populations Proof of prior experience in workforce development with special groups, and past performance in serving persons with multiple barriers.	30
D. Administration and Financial Management Prior experience and track record in managing youth service programs, and overall completeness of proposal.	10
TOTAL POINTS	100

The RFP will emphasize to proponents the importance of attending public hearings conducted by the Transitional Youth Council in preparation for its recommendations to the Mayor and PIC. Appeals by proponents will be heard and acted upon only at the TYC's public hearings. The burden of communications is on the proponent.

At least 30% of the Transitional Youth Council's funding recommendations will be for services to out-of-school youth.

ENDNOTES

¹ Section 129:

- (1) to provide, to eligible youth seeking assistance in achieving academic and employment success, effective and comprehensive activities, which shall include a variety of options for improving educational and skill competencies and provide effective connections to employers;
- (2) to ensure on-going mentoring opportunities for eligible youth with adults committed to providing such opportunities;
- (3) to provide opportunities for training to eligible youth;
- (4) to provide continued supportive services for eligible youth;
- (5) to provide incentives for recognition and achievement to eligible youth; and
- (6) to provide opportunities for eligible youth in activities related to leadership, development, decision-making, citizenship, and community service.

² Low-income individual--The term "low-income individual" means an individual who--

- (A) receives, or is a member of a family that receives, cash payments under a Federal, State, or local income-based public assistance program;
- (B) received an income, or is a member of a family that received a total family income, for the 6-month period prior to application for the program involved (exclusive of unemployment compensation, child support payments, payments described in subparagraph (A), and old-age and survivors insurance benefits received under section 202 of the Social Security Act (42 U.S.C. 402)) that, in relation to family size, does not exceed the higher of --
 - (i) the poverty line, for an equivalent period; or
 - (ii) 70 percent of the lower living standard income level, for an equivalent period;
- (C) is a member of a household that receives (or has been determined within the 6-month period prior to application for the program involved to be eligible to receive) food stamps pursuant to the Food Stamp Act of 1977 (7 U.S.C. 2011 et seq.);
- (D) qualifies as a homeless individual, as defined in subsections (a) and (c) of section 103 of the Stewart B. McKinney Homeless Assistance Act (42 U.S.C. 11302);
- (E) is a foster child on behalf of whom State or local government payments are made; or
- (F) in cases permitted by regulations promulgated by the Secretary of Labor, is an individual with a disability whose own income meets the requirements of a program described in subparagraph (A) or of subparagraph (B), but who is a member of a family whose income does not meet such requirements.



PRIVATE INDUSTRY COUNCIL
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MEMORANDUM

TO: ALL COUNCIL MEMBERS
HONORABLE MAYOR WILLIE L. BROWN, JR. *Jack Fitzpatrick*

FROM: JACK FITZPATRICK, REFUGEE COMMITTEE CHAIRMAN

SUBJECT: REVIEW OF REFUGEE SERVICE PROVIDERS AND INITIAL PLANNING FOR FEDERAL FISCAL YEAR (FFY) 2000

DATE: APRIL 24, 2000

On April 24, 2000, the Refugee Committee met. The Committee considered:

1. PIC staff's review of subcontractors' performance for the first six months of FFY 1999; and,
2. Planning issues for FFY 2000 Targeted Assistance (TA) and Refugee Employment Social Services (RESS) formula funding.

PROGRAMS' PERFORMANCE

BOSNIAN COMMUNITY HEALTH OUTREACH PROGRAM

The PIC is using funds that the federal Office of Refugee Resettlement (ORR) set aside for health outreach activities to augment the Refugee Community Health Outreach Program (RCHOP), run by the Newcomers Health Program (NHP) of the San Francisco Department of Public Health and International Institute of San Francisco (IISF). RCHOP's goal is to provide the support necessary to enroll Bosnian refugees in low income health programs. NHP hired a part-time Bosnian Community Health Outreach Worker (CHOW) who began work on October 1, 1999.

Through this grant, NHP staff are collaborating with the Women, Infants, and Children's (WIC) program office at San Francisco General Hospital, which is the primary WIC site for Bosnians in San Francisco. Since December 6, 1999, the CHOW has been providing interpretation for Bosnians on Monday mornings on a bi-weekly basis, setting up appointments, providing follow-up, greeting and processing WIC clients. Four WIC materials have been translated and typeset: a *Services and Referral Guidelines* brochure, a *Welcome to WIC* introductory letter, a *Certification Appointment letter*, and a *Participation Information* sheet. These materials will be distributed statewide for use at other WIC sites.

Through this program, PIC is also providing information and enrollment assistance for Healthy Families. The CHOW has attended a *Healthy Families Application Assistant Training* organized by the San Francisco Health Plan.

The CHOW has also developed a bilingual outreach flyer which is distributed by the International Rescue Committee (IRC) of San Francisco. Through a database of Bosnian refugees, who IRC helped to resettle, the flyer will reach approximately 500-800 Bosnians in the Bay Area. The flyer was also distributed to interested counties, which will place their own contact information on it for outreach efforts.

At the Refugee Medical Clinic (RMC), San Francisco Department of Public Health and Refugee Health Assessment Program staff collaborate to conduct outreach to refugee patients at RMC and conduct in-service training workshops for NHP staff. The CHOW fills in as needed for Bosnian interpretation at RMC. In addition, the CHOW has accompanied a public health nurse on home visits to provide Bosnian interpretation.

SENIOR REFUGEE COLLABORATIVE

PIC's Senior Refugee Collaborative is comprised of Jewish Family and Children's Services, International Institute, and Richmond Area Multi-Services. This collaborative provides comprehensive supportive and social services to disadvantaged refugee seniors, age 60 and above, to enable them to more fully utilize existing mainstream senior services, to increase their level of self-sufficiency and to integrate into the community.

The Collaborative's services include: outreach, information and referral, case management, translation and interpretation, escort and transportation, community center-based adult programs, health education, legal and naturalization, mental health, and volunteer-based in-home assistance. Through their combined efforts, the Collaborative provides linguistically and culturally-accessible services to San Francisco's major refugee populations, including those from the former Soviet Union (FSU), Bosnia, Vietnam (including Sino-Vietnamese refugees), Cambodia, Eritrea, Iran, and Iraq. The Collaborative expands existing programs, fills in gaps to complement existing services, and further develops working relationships with the State Agency on Aging, San Francisco Commission on Aging, and county health and social service providers.

The Collaborative is exceeding most of its goals for the first six months of the program year. Seniors have expressed much more interest in and need for health education, and less interest in transportation than had been originally projected. The Collaborative has doubled its health education goal for the next program year, and has expressed confidence that with increased awareness of the program, and specifically of its transportation services, more seniors will seek those services.

EMPLOYMENT AND ACCULTURATION SERVICES PROGRAMS

Issues

The number of Refugee Cash Assistance (RCA) clients who are required by law to enroll in our refugee funded employment programs continues to be very small in San Francisco County. The February 2000 Department of Health Services MEDS File Report indicates

that there are only 30 RCA cases. The report also shows that there are only 328 refugees in this Country for 60 months or less who are receiving Temporary Assistance for Needy Families (TANF). This compares with 30 RCA cases and 540 TANF cases at this time last year. Two years ago there were 80 RCA cases and 745 TANF cases.

Although clients receiving RCA are required to enroll in our refugee-funded programs, the TANF recipients have a choice of programs through CalWORKs. PIC and subcontractors' staffs are continuing to do extensive recruitment and dissemination of refugee employment program information to DHS staff and throughout the refugee community.

In addition, the number of refugee arrivals continues to drop. In FFY 1995, according to ORR data, 1,540 refugees arrived in San Francisco; in FFY 1999, there were only 487, which is 31.6% of the number of arrivals five years ago. Many of the refugees cannot afford the extremely high housing costs in San Francisco.

Program Performance

PIC subcontractors are at 93% of the March 31 Employment Services (ES) enrollment goal, 66% of the Vocational Training (VT) goal, 107% of the Individual Referral (IR) goal, and at 101% of the acculturation/social adjustment services enrollment goal.

Overall, PIC is at 85% of the employment programs' enrollment goal, but has only achieved 62% of the overall placement goal for the end of March. The subcontractors have to do extensive and time-consuming outreach to meet enrollment goals, and this may negatively impact the time remaining to devote to placement activities. Subcontractors must, however, find a way to balance the two to ensure goals are met.

Employment Services (ES)

Jewish Vocational Service's (JVS) programs have the best enrollment and placement statistics at this time. The program for refugees 50 years and older is the only program exceeding both its enrollment and placement goals. The Catholic Charities' Refugee Employment Assistance Program (REAP) is at the 65% threshold for enrollments and is below 65% for placements; REAP needs to increase placements, but not lose sight of the enrollment goal. Refugee Transitions (RT) ES program has dramatically improved its enrollment rate compared to last year when it struggled. RT needs to increase placements, however. The African Immigrant & Refugee Resource Center (AIRRC) needs to increase both enrollments and placements.

Individual Referral/On-the-Job Training (IR/OJT)

After a slow start last year, REAP's IR/OJT program has met the enrollment goal for this program year. Most of the training lasts an average of four months, so placements will occur later in the program year. Two clients are enrolled in on-the-job training and the rest were individually referred to vocational classroom training programs.

Vocational Training (VT)

Unlike the ES programs, which accept clients throughout the year, the VT programs have training cycles and all of the programs should have all clients enrolled by March or April

2000. Two of the VT programs are focused on office training: Career Resources Development Center's (CRDC) Clerical/Medical program and JVS's Office Technology program. CRDC's program is in serious trouble as it is far behind in both enrollments and placements. JVS's program exceeded its goals for March, but has started its last cycle and does not yet have the 30 enrollments planned by the end of April. JVS's Certified Nursing Assistant (CNA) program is struggling to make enrollments. It is a small program with five enrollments planned for the program year. While there were no enrollments in this program through March, there have been two in April so far. JVS's Computer-Assisted Drafting and Design (CAD) program also has not reached its enrollment goal.

Acculturation/Social Adjustment Services (A/SAS)

International Institute's (IISF) acculturation program is far exceeding its enrollment goal, but Refugee Transitions (RT) is at 56% of the goal.

INITIAL PLANNING FOR FFY 2000

Two years ago we made many changes to our program design/County Plan. We expanded our refugee base as much as possible by including in our target pool all refugees in the country five years or less (including those not on aid). We also added more employment/training activities to the County Plan, such as On-the-Job Training (OJT) and Individual Referral (IR) brokering. We set aside a pool of funds to be used for paying IR/OJT vendors/employers, and which could also be used to fund other specially designed programs if needed. Our programs were re-designed to include the basic activities and requirements of CalWORKs and the Personal Assisted Employment Services (PAES) program for General Assistance (GA) clients.

Recommendation

The Refugee Committee believes that the current design of the program and activities are sufficient and appropriate for FFY 2000. We have a wide latitude to design and fund programs. Therefore, we recommend:

- 1. No substantial changes to the program design;**
- 2. No issuance of an RFP.**

cc: Refugee Committee Members
 Refugee Proponents
 Jay Nelson, RPB
 PIC Staff



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DRAFT OF MINUTES FOR THE
MAY 9, 2000 MEETING OF THE
PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO

Private Industry Council Members

Chairman Craig K. Martin, Julie Brandt, Mary Edington, Gary Fitschen, Jack Fitzpatrick, Frederick Jordan, Will Lightbourne, Michael Mee, Brian Murphy, Kes Narbutas, Sheila Peters, Victor Revenko, Lucy Scarbrough, Barbara Thompson

PIC Staff

President Pamela S. Calloway, Brenda Brown, Joyce Crum, Wes Dixon, Karen Hart, Raymond R. Holland, Liz Jackson-Simpson, Daphne Kay, Greg Marutani, Glen Nethercut

Public

Ricardo Alva, Judy Branaman, Wei Chao, Ernest Chin, Blanche Clyburn, Nicholas de Lorenzo, Enrico Del Zotto, Lisa Gray, Edward Hatter, Christian Hoefgen, Mike Kim, Natalie Lopes, Nat Mason, Robert Matamoros, Enola B. Maxwell, Jeanne Mellett, Norman Nesby, Jr., Amy Parkhurst, Zelda Saeli, Geraldine Souzis, Elizabeth Toups, Sarah Wan, Alex Wisner, Kristina Moore Yaki

The meeting began without a quorum at 3:20 p.m., and non-action items were therefore heard first.

A moment of silence was observed in memory of Leonard "Lefty" Gordon, Executive Director of Ella Hill Hutch Center, who passed away recently.

Craig Martin welcomed Judy Branaman, PIC's Monitor from the Job Training Partnership Division of the Employment Development Department.

Public Testimony

There was no public testimony on agenda items.

Committee Reports

Transitional Youth Council

Pamela Calloway said that the State had recently approved the Youth portions of San Francisco's Five-Year Workforce Investment Act Plan. Funding projections for both Youth and Adult WIA programs are tentative, she said, since the amount of San Francisco's WIA youth allocation has still not been announced by the State. It was also uncertain whether the Governor would apply the "hold harmless" clause which would entitle local Workforce Investment Areas to 90 percent of their previous year funds.

Lucy Scarbrough presented the recommendations of the Transitional Youth Council (TYC) for WIA Youth program design and proposal selection criteria, as outlined in a May 1 memorandum from Bob Anyon and her.

A quorum was achieved.

Since WIA encourages programs to offer a wide range of services, Lucy Scarbrough observed that potential subcontractors that specialize in a limited range of services are encouraged to collaborate with other organizations.

A motion to adopt the recommendations of the TYC for WIA Youth program design and proposal selection criteria was made, seconded and approved by the Private Industry Council.

Adoption of the Agenda

The agenda was adopted by acclamation.

Adoption of Minutes

A motion to adopt minutes of the Private Industry Council's February 25 meeting as submitted was made by Barbara Thompson, seconded by Sheila Peters and approved by the Private Industry Council.

Committee Reports Cont.

Refugee Committee

Referring to his April 24 memorandum, Jack Fitzpatrick discussed the Refugee Committee's review of refugee services providers and initial plan for Federal Fiscal Year 2000, beginning October 1. San Francisco's refugee population continues to decline, he noted, in part because of the cost of living here. Subcontractor performance is "good" overall, he said, except for Career Resource Development Center which has been unable to achieve its program goals. The Committee recommended continuing with the current plan during the next program year, with those revisions outlined in the memorandum.

A motion to approve the Refugee Committee's review of refugee services providers and initial plan for FFY 2000 was made, seconded and approved by the Private Industry Council.

President's Report

Pamela Calloway presented her May 9 report. She also noted that the criteria for the WIA Adult program design and proposal selection criteria will be developed soon by the Strategic Transition Committee for consideration by the PIC's Board of Directors at their May 16 meeting.

Pamela Calloway stated that work continues on the formation of San Francisco's Workforce Investment Board (WIB), whose members (at least 49, under the requirement of WIA) must be appointed no later than December 31 by the Mayor. Raymond Holland explained the distinction between the Private Industry Council, which is a public policy board, and the PIC, Inc., which is the corporate entity.

Craig Martin explained that the PIC Board exists separately from the proposed WIB, and that contracts between the PIC and various government and community organizations must be individually examined and negotiated for possible transfer from one entity to the other. Will Lightbourne observed that it was the intention of the Private

Industry Council to transfer contracts to a WIB and WIB, Inc. as soon as a San Francisco WIB is established and certified by the State. Mr. Holland said that the PIC, Inc. and WIB, Inc. may need to legally coexist for a brief period of time to ensure a smooth and complete transition.

Pamela Calloway announced that Business Services Manager Bonnie Carroll has taken a job with a community-based organization. She also said that One Stop Coordinator Larry Chatmon will be leaving his job around June 30 to pursue other opportunities.

Public Testimony

In response to a question, Brenda Brown said the summer worksites under the Say YES! 2000 program, which replaced the Summer Youth Employment and Training Program (for the summer of 2000), will be certified as soon as possible. Details of the new youth employment program, funded by the City and local business contributions, are still being worked out. Enola Maxwell noted that recent gang violence points to the importance of continuing to provide local youth with summer employment opportunities. Norman Nesby said he believes a summer program is vital.

The meeting was adjourned at 4:30 p.m.



PRIVATE INDUSTRY COUNCIL
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NOTICE OF A PUBLIC MEETING
OF THE PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO

DATE: Tuesday, July 11, 2000
TIME: 3:00 – 4:30 P.M.
LOCATION: PG&E Energy Center
851 Howard Street
Conference Center

Proposed agenda appears on reverse side

Council members please RSVP to PIC's receptionist at 415-431-8700 no later than Friday, July 7th



If you require special accommodation due to a disability, please call Roberta Fazande
at 415-431-8700 or TDD 800-735-2929 (CRS) at least 72 hours in advance.

Know your rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code):

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For information on your rights under the Sunshine Ordinance or to report a violation of the ordinance contact the Sunshine Ordinance Task Force at 415-554-6083.

PROPOSED AGENDA

1. Public Testimony on Proposed Agenda Items
2. Adoption of an Agenda *
3. Adoption of Minutes from the Council's Meeting of May 9th (to be mailed) *
4. Chairman's Report
5. Reports from the Board of Directors
 - a. Funding Recommendations for WIA Youth allocation (PY 2000-2001)*
 - b. Funding Recommendations for WIA Adult allocation (PY 2000-2001) *
6. President's Report
7. Public Testimony on Issues Not on the Agenda
8. Adjournment *

* May require Council action



**PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.**

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JUL 13 2000

Memorandum

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TO: ALL COUNCIL MEMBERS
MAYOR WILLIE L. BROWN, JR.
FROM: PAMELA S. CALLOWAY
SUBJECT: REPORT OF THE PRESIDENT

DATE: JULY 10, 2000

Thank you for your support and assistance in the sprint to begin the implementation of the Workforce Investment Act (WIA) in San Francisco by July 1, 2000. Since April 24, 2000, this Council and its committees, councils and Board have convened ten times to facilitate this process. In addition to these ten meetings, staff have conducted two bidders conferences, two technical assistance workshops and reviewed **eighty-six** proposals for employment and training services under WIA! Everyone has responded with equanimity under duress and I am pleased to be a part of this organization.

This comprehensive Status Report provides detailed information about the WIA transition process, as well as information about other PIC programs and projects. During the next six months, the guidance of the Council through the actions of the Board is essential to complete a smooth governance, management, corporate and programmatic transition to WIA.

Summary:

1. The PIC has not received an executed Subgrant Agreement from the State. In the absence of this Agreement which provides both funding and authority, PIC is unable to execute Letters of Intent with WIA subcontractors at this time.
2. In correspondence dated June 30, 2000, Mayor Brown informed the California Office of Workforce Investment that an application for the certification of the San Francisco Local Workforce Investment Board (WIB) will be submitted to the State **no later than October 1, 2000**. The deadline for submission of nominations to the Mayor for the local WIB was June 30, 2000.

 - a. All Council members who did not request exclusion from consideration for the WIB have been nominated for consideration to the Mayor.
 - b. Staff recommendation to the Mayor is to include a “critical mass” of current Council members on the new WIB to facilitate a smooth transition.
 - c. WIB members will receive orientation for service on this public body.

3. PIC staff will present the options for transfer of responsibilities and authorities from PIC and PIC, Inc. to a new public body (local WIB) and corporate (administrative) body at the September 11 Council meeting.
4. PIC, Inc. as One-Stop Operator, is currently leading planning negotiations for the creation of three (3) One-Stop Centers in San Francisco: 3120 Mission Street, Southeast Center and 745 Franklin. Memoranda of Understanding will be executed (or the failure to reach agreement documented) with each mandated One-Stop partner with the new WIB.

WIA Implementation--How We Got Here:

This chronology is provided to familiarize and remind everyone of the preceding six months in the development of San Francisco's Strategic Five-Year Workforce Investment Plan and the attendant State action for the implementation of WIA.

1. October 1999: The Governor announces appointments of members to the new State Workforce Investment Board;

Later that month, local Service Delivery Areas (SDA or San Francisco) were informed that to receive funds under Title IB of the *Workforce Investment Act* by April 1st (the date traditionally used for funding summer programs), the "youth portion" of the Five-Year Plan must be developed through a public hearing process, approved locally, and submitted to the State by no later March 1st (one month earlier than the submission date required in the law for complete plans);

As a result, on October 25th the Council's Board of Directors decided:

- to develop, approve, and submit all portions of an initial plan for the City and County of San Francisco by March 1st; and,
- in order to accomplish that, to organize and establish the following two new *ad hoc* committees of the Council:
 - a *Strategic Transition Committee* to develop the "adult", "dislocated worker", and "overall" portions of San Francisco's initial plan through a public hearing process; and
 - a *Transitional Youth Council* to develop the "youth portion" of San Francisco's initial plan, including a part for the summer of 2000, also through a public hearing process.

2. During the months of November and December of 1999:

- members of the two new *ad hoc* committees of the Council were recruited and appointed by the Chairman of the Council;

- the State's requirements for Local Strategic Five-Year Workforce Investment Plans were published;
- public hearings for the Council's two new *ad hoc* committees were organized, scheduled, and announced for the months of January and February of 2000;
- the first draft of the San Francisco's Strategic Five-Year Plan was published for public review and comment;
- the State WIB held its first meeting;
- the first draft of the State's Strategic Five-Year Workforce Investment Plan was published for public review and comment; and
- the final version of the State's application forms for the certifications of "Local Workforce Investment Boards" (Local WIBs) and of "Alternative Entities" were released inviting applications to be submitted after the first of the year.

3. Although scheduled for release in December of 1999, the "Final Rules and Regulations" for the Workforce Investment Act have, as of July 7th of 2000, still not been published by the U.S. Department of Labor.

4. On January 11th, the full Council adopted a motion recommending that the Mayor:

- form a new San Francisco Workforce Investment Board on the assumption that the City and County of San Francisco would be designated a "Local Workforce Investment Area" by the Governor; and,
- apply for the Governor's certification of the Private Industry Council of San Francisco as the "Alternative Entity" for the WIB until the WIB can be appointed, organized, and certified.

5. During the month of January of 2000:

- the Mayor submitted a complete application for the certification of the Private Industry Council of San Francisco as the "Alternative Entity for the San Francisco WIB" until a new San Francisco WIB can be appointed, organized, and certified;
- the Council's *Strategic Transition Committee* and its *Transitional Youth Council* each conducted four public hearings on the first draft of San Francisco's Five-Year Plan (published in December of 1999); and
- *ad hoc* committees of the State WIB held regional public hearings on the first draft of the State's Five-Year Plan (published in December of 1999);

6. During the month of February of 2000:
 - the Council's *Transitional Youth Council* held one more public hearing on the first draft of San Francisco's Five-Year Plan;
 - the U.S. Department of Labor announced the selection of San Francisco's application for a *Youth Opportunity Grant* (YOG) under Title I-D of the Workforce Investment Act;
 - the Council's *Strategic Transition Committee* and its *Transitional Youth Council* held a joint public hearing on the next draft of San Francisco's Five-Year Plan;
 - the full Council approved a final draft of San Francisco's Five-Year Plan and sent it to the Mayor;
 - the Mayor approved San Francisco's Five-Year Plan and forwarded it to the Governor; and
 - the Council's Board of Directors hired a new president of the PIC, Inc.
7. During the month of March of 2000:
 - On March 1st, the California Office of Workforce Investment (COWI) received San Francisco's Five-Year Plan on behalf of the Governor.
 - On March 15th, the State WIB held its second meeting, recommended that the Governor approve the State's Strategic Five-Year Plan, and that, as a matter of policy, no "Alternative Entities" should be certified.
 - On March 16th written correspondence from COWI informed the Mayor that:
 - as a matter of policy, no "Alternative Entities" would be certified in California; and that
 - the Private Industry Council of San Francisco was "authorized to act" as an "Interim Policy Body" for purposes of completing and implementing the *Workforce Investment Act* in the City and County of San Francisco; and,
 - On April 21st written correspondence from COWI informed the Mayor that:
 - Local Boards or PICs "are encouraged to apply for certification as soon as possible; and that
 - The allowance for uncertified PICs (note the March 16 authorization of SF PIC as "Interim Policy Body") "should proceed to complete all necessary implementation tasks" until "your Local Board is certified, but not later than December 31, 2000".

8. During the month of April of 2000:

- a representative of the COWI notified a representative of the PIC, Inc., by telephone, that San Francisco's Five-Year Workforce Plan was "tentatively approved";
- the Board of Directors authorized the *Strategic Transition Committee* and the *Transitional Youth Council* to proceed as expeditiously as possible with the solicitation and selection of subcontractors as provided under San Francisco's February 29th Plan so that there would be no disruption in services on July 1st;
- the *Transitional Youth Council* held two public hearings to develop competitive solicitation and selection processes for "Youth Programs" to be financed under Titles I-B and I-D of the Workforce Investment Act, State Assembly Bill 926, and other sources of financing yet to be determined;
- the Governor announced his designations of 51 "Local Workforce Investment Areas" in the State including the City and County of San Francisco; and
- the U.S. Department of Labor held its first meeting with representatives of all 36 entities that had been selected for YOGs under Title I-D of the Workforce Investment Act.

9. During the month of May of 2000:

- the Council adopted the competitive solicitation and selection processes recommended by the *Transitional Youth Council* and received reports from its Refugee Committee, the *Strategic Transition Committee*, and its new President;
- a Request for Proposals was issued by the PIC, Inc. for Youth Programs to be financed under Titles I-B and I-D of the Workforce Investment Act, State Assembly Bill 926, and other sources of financing yet to be determined;
- the *Strategic Transition Committee* developed competitive solicitation and selection processes Adult and Dislocated Worker Programs under Titles I-B and I-D of the Workforce Investment Act and other undetermined sources of financing;
- the State issued drafts of its policies and procedures on the "Eligible Training Providers List" (ETPL);
- a Request for Proposals was issued by the PIC, Inc. for Adult and Dislocated Worker Programs to be financed under Titles I-B and I-D of the Workforce Investment Act and other sources of financing yet to be determined (this and the preceding RFP incorporated the State's draft ETPL policies and procedures);

- the State issued a “Consultation Paper on Performance Measures under Title I-B of the Workforce Investment Act”;
- the formula allocations of Program Year 2000 Adult, Dislocated Worker, and Youth Title I-B funds under the Workforce Investment Act were published for all “Local Workforce Investment Areas” in the State of California. The Governor **did not** apply hold harmless provisions to Youth allocations;
- on May 22, the Mayor issued notices soliciting nominations for his appointments to a new San Francisco Workforce Investment Board and asked that they be submitted by no later than June 30th; and
- the Mayor, the Chairman, and the President of the PIC, Inc. completed the formation of two different versions of a “San Francisco Master Partnership Agreement”(one version is based on the Council as an “Interim Policy Body” and is Attachment A and, if necessary, the other is based on the Council as an “Alternative Entity”) in which the PIC, Inc. is designated as the “Subgrantee” in both.

10. During the month of June of 2000:

- in two different letters to the Mayor, the COWI announced that San Francisco’s Strategic 5-Year Workforce Investment Plan was “conditionally approved” and listed all of the “conditions” that would still need to be complied with in order for it to be approved unconditionally (see Attachment B);
- the State’s Employment Development Department (EDD) agreed to accept the instructions contained in the “San Francisco Master Partnership Agreement” designating the PIC, Inc. as the “Subgrantee” and “that subgrant agreement is now being processed”;
- representatives of the EDD conducted three different half-day sessions each with representatives of up to seventeen newly-designated “Local Workforce Investment Areas” to *negotiate WIA performance measures* described in the “Consultation Paper on Performance Measures under Title I-B of the Workforce Investment Act” which had been issued the previous month;
- the “Performance Based Accountability (PBA) Committee of the State’s Workforce Investment Board” conducted a “teleconferenced public hearing” on the “Performance Measures under Title I-B of the Workforce Investment Act” which were proposed for the State (most of which were reduced from those which had been proposed the previous month) and adopted them (if adopted by higher authorities, the specific consequences of those revisions of the State’s performance measures on local performance measures are still unknown);

- the Transitional Youth Council and the *Strategic Transition Committee* conducted separate public hearings on, respectively, the 30 and the 56 different proposals which were submitted in regard to the two RFPs and on the recommendations of the PIC's Staff with respect to each set of RFPs;
- in two separate public hearings conducted in the last week of June, the Board of Directors approved the initial selections of PIC Subcontractors for the Program Year 2000 Adult and Youth Programs under WIA (since neither Federal nor State Governments has adopted or issued any policies or procedures for implementing the new "Individual Referral Accounts", or ITAs, for the "Dislocated Workers" Program the PIC Staff intends to use "Individual Referral Subcontracts" with programs listed on the ETPL until further notice).

Youth Services:

The transition to WIA threatened summer employment for youth in San Francisco. Therefore, Mayor Brown and Supervisor Yaki launched a Say YES! (Youth Employment Services) 2000 Campaign this summer. Four years ago, a similar effort raised \$375 thousand to supplement cuts to the Summer Youth Employment and Training Program and provided 400 subsidized work opportunities for youth. **The goal of the Say YES! 2000 campaign is to raise \$1.2M to support early work experiences this summer for 800 disadvantaged youth ages 14-17.** To date:

- 32 businesses have pledged \$875 thousand
- \$460 thousand has been received from those pledges
- \$200 thousand was received from the Small Business Commission to support this effort
- \$375 thousand is provided by the Department of Human Services for youth of TANF families
- 723 youth have been placed in jobs in San Francisco, earning \$5.75 per hour
- The program will last at least six weeks (longer if funding permits) from June 19-July 28. (SFUSD operates a similar program for youth residing in public housing from July 5-August 11).
- Eleven MYEEP (Mayors Youth Employment and Education Program) agencies and SFUSD are operating the Say YES! Program.
- 267 worksites have been certified for 877 employment slots.

On **August 22, 2000**, Jobs for Youth will sponsor a gala to thank Say YES! 2000 employers and sponsors. The gala, hosted by Mayor Brown, will be held at the Carnelian Room in the Bank of American Building on California Street. Honorees included: PacBell (lead sponsor); Salesforce.com (largest single contribution of \$65 thousand), Supervisors Michael Yaki and Mark Leno, and a youth. Attendees expected include: Michael Bernick, State Director of EDD and Lorenzo Harrison, Director of Youth Services for Department of Labor.

Refugee Services:

On June 15th preliminary formula allocations were received for the FFY 2000 refugee programs starting October 1. This allocation is 22% less than allocations for FFY 1999. Funding recommendations and County Plan goals are prepared for consideration by the Refugee Committee at its next meeting on July 26. The County Plan is due to the State Refugee Programs Branch by July 31; therefore, the PIC Board may be asked to consider these recommendations prior to the next Council meeting. Alternatively, the County Plan may be submitted to the State with the proviso that the PIC and Board of Supervisors have not yet approved it.

New Grant Opportunities:

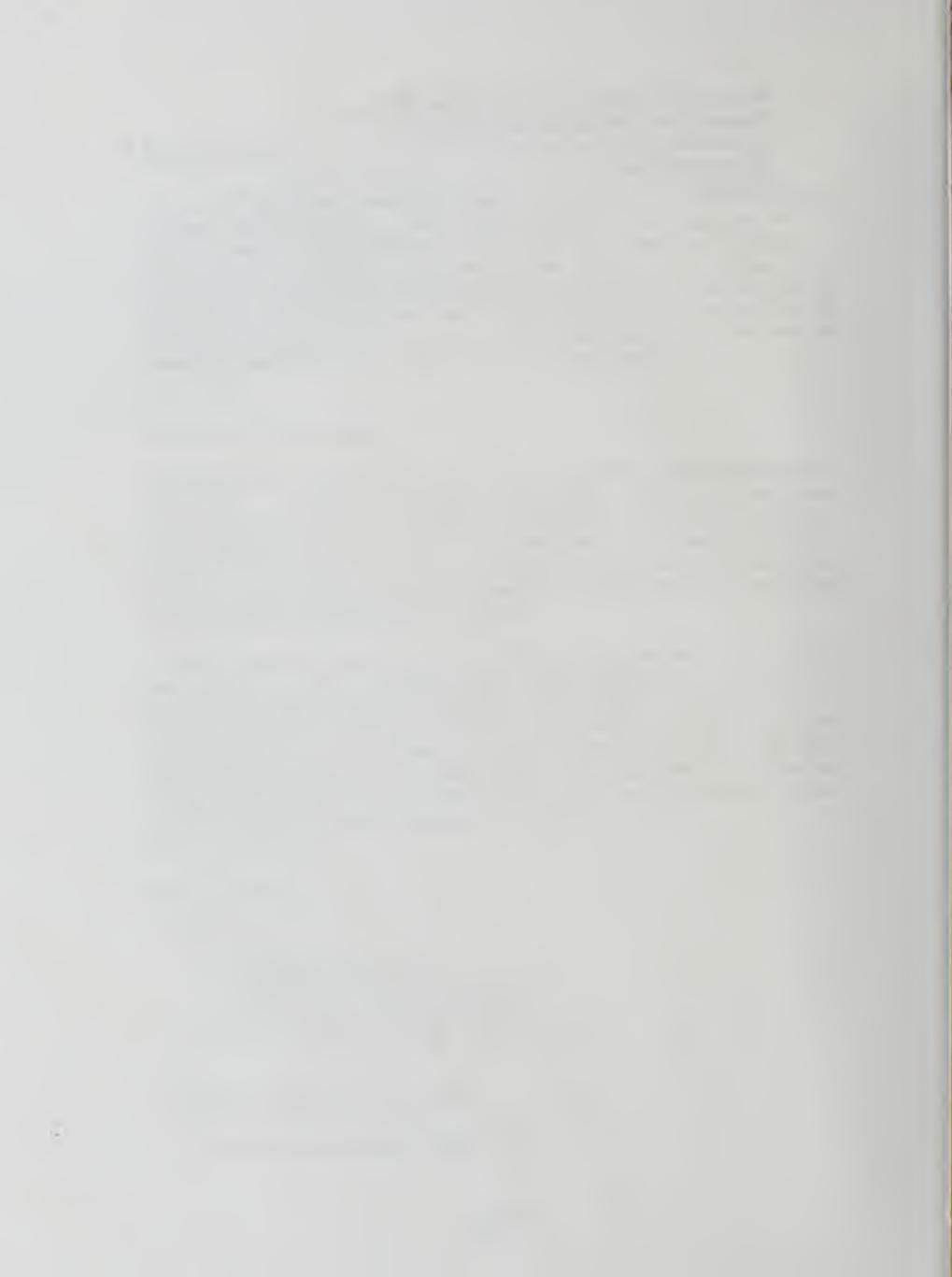
The Department of Labor intends to distribute \$20 million in Wagner-Peyser funds for grants "...designed to enhance employability, employment and career advancement of people with disabilities through enhanced service delivery in the new One Stop delivery system". DOL will award 20-40 grants, ranging from \$500 thousand to \$1.5 million each for 30 months. The grants are intended for system building; direct services to clients are prohibited and expenditures for technology cannot exceed 10% and require a 100% match.

The PIC has been asked by a consortium of CBOs and representatives of the disabled communities to sponsor a proposal in the national competition. Among the local agencies and CBOs interested in teaming up for this effort are Bay Area Legal Aid, Goodwill Industries, Independent Living Resource Center, Jewish Vocational Service, Positive Resource Center, S.F. Vocational Services, Toolworks, The State's Departments of Rehabilitation and Employment Development, the City's Department of Human Services and two school systems, City College and San Francisco Unified. The final proposal is due in Washington on August 1.

New Personnel:

- Say YES
 - Coordinator- Steve Weaver
 - Assistant Coordinator – Ramona Graham
 - Clerical Support – Ja’Nae Anderson
 - Payroll Technicians – Robert Tsui and Ricky Ha
- Summer Clerical – Justin Nishioka
- Business Services Manager – Lucia Chan

Cc: Members of the Strategic Transition Committee
Members of the Transitional Youth Council
All Mandatory One-Stop Partners
All PIC Subcontractors
PIC Staff



ATTACHMENT A

San Francisco Master Partnership Agreement

This agreement, made on the date indicated in Paragraph 9, by and between the Mayor of the City and County of San Francisco (hereinafter referred to as the "MAYOR") and the Private Industry Council of San Francisco as the "Interim Policy Body", shall be referred to as the "MASTER PARTNERSHIP AGREEMENT".

WHEREAS, Congress has established the Workforce Investment Act of 1998 (hereinafter, the "ACT");

WHEREAS, under the ACT, California's Governor has designated the City and County of San Francisco to be a "Local Workforce Investment Area";

WHEREAS, the MAYOR of San Francisco is the Chief Elected Official of that Local Workforce Investment Area;

WHEREAS, the GOVERNOR has authorized the Private Industry Council of San Francisco to be San Francisco's "Interim Policy Body" (hereinafter, the "INTERIM POLICY BODY"); and

WHEREAS, the MAYOR and the INTERIM POLICY BODY are expected to act as partners (hereinafter, the "MASTER PARTNERS") in implementing the provisions of the ACT and, in order to ensure that employment and training services are provided efficiently and effectively without disruption, they have elected to enter into this agreement for that purpose;

THEREFORE, the MASTER PARTNERS do hereby agree:

1. The Private Industry Council of San Francisco, Inc., a non-profit corporation registered in California under section 501 (c)(3) of the U.S. Internal Revenue Code (hereinafter, the "CORPORATION"), is designated to be the Grantee and Subgrantee, as the alter ego for the INTERIM POLICY BODY and as the agent for the MASTER PARTNERS, for all funds allocated under the ACT.
2. The CORPORATION, as the alter ego for the INTERIM POLICY BODY (doing business under its name or another fictitious business name to be selected) and as an agent for the MASTER PARTNERS, is designated to be the administrator (or "One Stop Operator") for all funds allocated under the ACT.

3. In these capacities, each MASTER PARTNER shall:
 - a. possess and exercise undivided half interests in all of the Master Partnership's authorities; and
 - b. be jointly and severally liable for all of the Master Partnership's debts.
4. The INTERIM POLICY BODY shall develop drafts of San Francisco's Five-Year Workforce Investment Plan and each modification thereto, publish them for at least thirty days of public review and comment, hold public hearings, and, along with comments received from the public, submit them to the MAYOR for his or her concurrent reviews and approvals.
5. The MAYOR and the Chairperson of the INTERIM POLICY BODY shall affix their signatures to the plan or modification which has been approved and the CORPORATION shall submit it to the Governor.

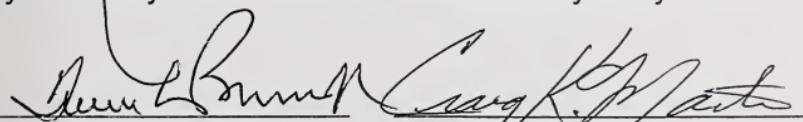
6. The MASTER PARTNERS agree that staff of the CORPORATION shall conduct oversight of all activities authorized under the ACT and that a system of periodic reports, the design of which has been approved by the MASTER PARTNERS and the cognizant agencies of State and Federal Governments, shall be implemented.
7. If any terms or provisions of this Agreement or the application thereof to any person or circumstance should to any extent be held invalid or unenforceable, the remainder of this Agreement, or the application of such term or provision to persons or circumstances other than those as to which it is held invalid or unenforceable, shall not be affected thereby and every other term and provision of this agreement shall be valid and enforced to the fullest extent permitted by law.

8. The CORPORATION shall provide for financial and program audits at least once every two years or as is otherwise more frequently required by prudent business practices and those audits shall be conveyed to the INTERIM POLICY BODY and the MAYOR.

9. The term of this agreement shall commence on March 16th of 2000 and shall thereafter be automatically renewed on March 15th from year-to-year unless either party notifies the other of its intent not to renew it at least three months in advance of its next scheduled expiration date or both parties otherwise agree to terminate it.

Approved:

City & County San Francisco Interim Policy Body

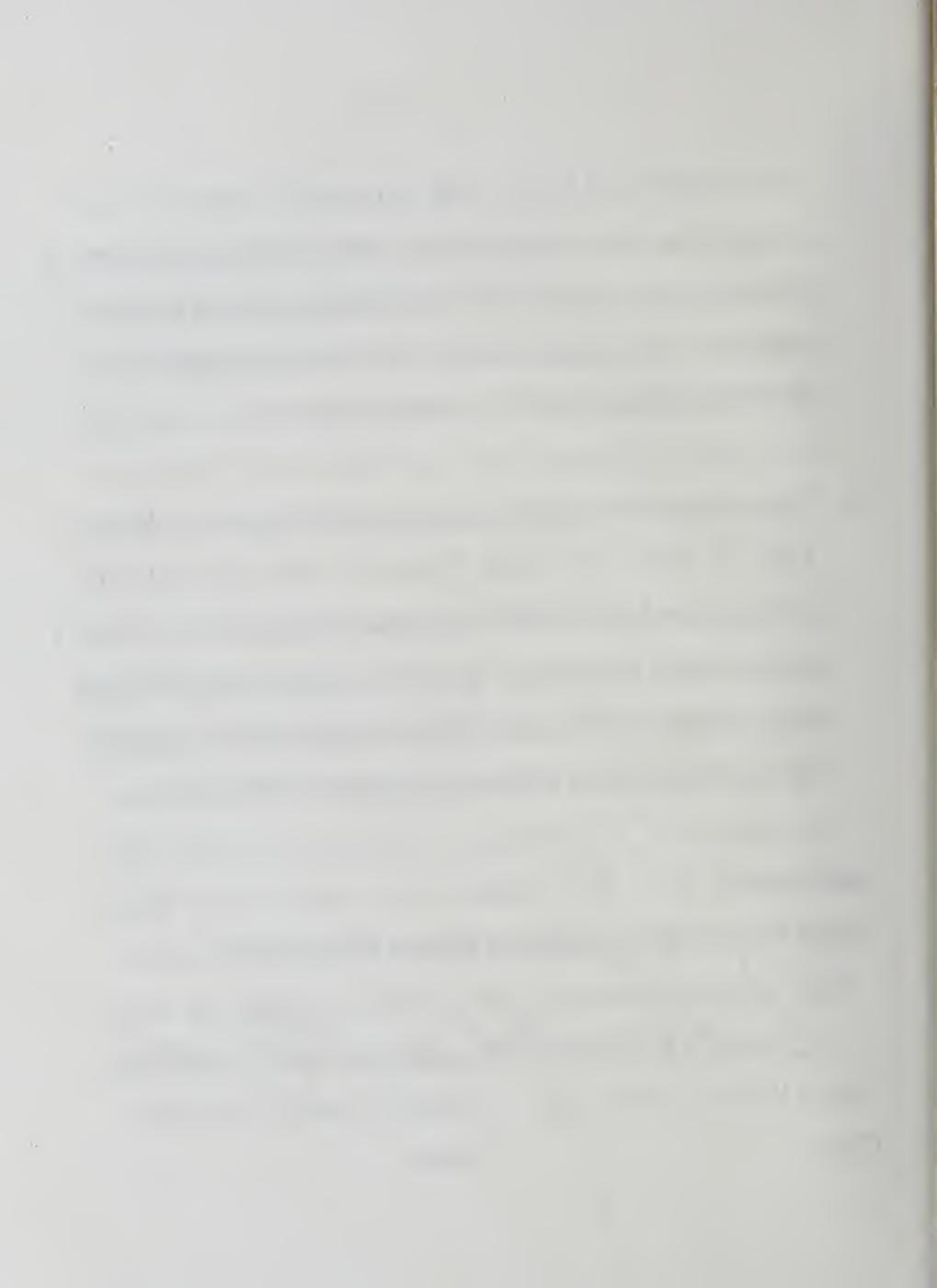


Mayor Willie L. Brown, Jr.

Craig K. Martin, Chairman

Date:

Date:



ATTACHMENT B



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California Workforce Investment Board

Lawrence Gotlieb
Chairman

Christine Essel
Vice Chair

Gray Davis
Governor

June 9, 2000

The Honorable Willie L. Brown, Mayor
City of San Francisco
1 Dr. Carlton B. Goodlett Place, Room 200
San Francisco, CA 94102

Dear Mayor Brown:

This correspondence addresses requirements for the completion of Local Workforce Investment Act (WIA) plans submitted to this office in March 2000. Separate correspondence also provides new information related to plan budget, performance requirements and several new assurances.

Local Area staff are commended for submitting plans timely and for making the effort to respond to both initial and supplemental planning guidance forwarded by this office on December 8, 1999 and February 25, 2000. Each plan showed many "best practices" and unique service delivery options for job seekers and employers alike. The plan for your local area is conditionally approved pending receipt of all required supplemental information as well as any additional questions from the *Local Plan Review Checklist Summary*, which is enclosed.

Time Frame for Response

Plans must respond to all questions from initial and supplemental planning guidance as well as this correspondence by **July 31, 2000**.

Update to Local Workforce Investment Board information

All areas must update Local Board information, particularly in question IV-A (Leadership), to reflect State Board policy and the requirements of Local Board Certification Application documents.

Chief Elected Official
June 9, 2000
Page two

Memoranda of Understanding

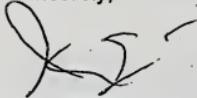
All areas are reminded that complete, signed WIA Memoranda of Understanding (MOUs) are required for plan approval, in addition to responses to all questions under item V-S, *Supplemental Planning Guidance* of February 25, 2000.

One Stop-Operator Selection

Areas must ensure One-Stop Operator selection processes (question V-B) are consistent with WIA, Section 121. Please pay particular attention to statutory requirements for grandfathering existing One-Stop systems; selection of the Operator by a consortium of at least three mandatory partners; and designation of the One-Stop Operator by the Chief Elected Official. Additionally, the question asks for One-Stop Operator (not partner) selection mechanisms.

If there are any questions about this correspondence, please contact the Office of Workforce Investment (916) 654-9995. In advance, we thank you for your continued cooperation as California prepares for WIA implementation.

Sincerely,



JOSE LUIS MARQUEZ
Assistant Chief
California Office of Workforce Investment

Enclosure

cc: Local Area Administrator

State of California Workforce Investment Act
Local Plan Review Checklist Summary
June 7, 2000

Local Workforce Investment Area: City and County of San Francisco

Overall comments/questions: This plan is commended for some innovative approaches to youth and employer services, and for the idea of job search clinics.

The plan needs the following:

1. San Francisco has requested a waiver of the 10% administrative cap, which is not approved. The plan will need to be re-written deleting this request.
2. Submission of signed Memoranda of Understanding (MOU's), which you indicate on page 27 will be sent to the State after May 30, 2000. Please also submit at that time an explanation of any "failed negotiations."
3. On page 15-16 of your plan, clarification is needed as to the "Conflict of Interest Provisions" as has been explained under separate correspondence.
4. Supplemental information re Individual Training Account (ITA) administration is needed along with an explanation of the statement on page 18 that ITA's "will be used for older youth."
5. The One-Stop Operator selection process (page 19) is required.
6. Supplemental information as to youth characteristics (Question VI D) and in-school and out-of school youth services (Question VI E) is needed; though as noted, your initial Youth Plan is excellent and the youth survey you mention on page 30 may be a very good source for the requested supplemental information.
7. Supplemental information (Question VI F) is needed as to public review processes for performance standards.
8. On page 34, Question VIIB, it is unclear whether you are describing procurement processes for adult as well as youth services.
9. Clarification is needed on page 35 as to the entity to serve as the local grant recipient responsible for disbursing grant funds. The plan indicates it will be the Private Industry Council as opposed to either the Chief Elected Official or the local jurisdiction, and then the Local Workforce Investment Board itself.



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DRAFT OF MINUTES FOR THE
JULY 11, 2000 MEETING OF THE
PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO

Private Industry Council Members

Chairman Craig K. Martin, Brent Andrew, Linda Davis, Frederick Jordan, Leslie Luttgens, Victor Revenko, Tom Ryan, Lucy Scarbrough and Barbara Thompson

PIC Staff

President Pamela S. Calloway, Raymond Holland, Greg Marutani and Glen Nethercut

Public

Rick Bond, Amanda Dates, Lisa Gray, Mike Kim, Lau Leong, Natalie Lopes, Lara Tannebaum and Jim Torrens

The meeting began at 3:20 p.m. and was conducted without a quorum. Only items not requiring action by the Private Industry Council were heard.

Public Testimony

There was no public testimony on agenda items.

Chairman's Report

Craig Martin thanked members of the Private Industry Council, the Strategic Transition Committee and Transitional Youth Council for their hard work over the past many months in implementing the Workforce Investment Act (WIA) in San Francisco.

Reports from the Board of Directors

Referring to her July 5 memorandum and attachments, Pamela Calloway summarized the actions of the PIC Board of Directors at their June 23 and 30 meetings, when recommendations for funding for Program Year 2000 WIA youth and adult programs were approved as submitted.

President's Report

Ms. Calloway reviewed her written July 10 Report of the President, which included a detailed chronology of WIA implementation. PIC is waiting for the State to execute a WIA subgrant agreement with San Francisco, she said, and until this is done PIC cannot enter into local subcontracts. Work continues on San Francisco's new Workforce Investment Board, she said, and letters from the Mayor have gone out to various interested parties seeking their nominations to the 49-member Board. At the Private Industry Council's next meeting in September, members will examine options for the transfer of legal authority for programs and activities from the PIC, Inc. to a new WIB, Inc., she noted.

The Say YES 2000 Campaign is going "exceedingly well," Ms. Calloway said. A Gala will be held August 22 at the Carnelian Room to thank everyone for their efforts.

Barbara Thompson said she was disappointed by the geographic limitations for services under the new Youth Opportunity Grant (YOG), which are limited to a small number of 1990 Census tract areas. Section 8 housing and residents who could benefit from YOG exists throughout the city, she observed. Ms. Calloway said that PIC's request to the U.S. Department of Labor to expand these boundaries has been turned down.

The meeting was adjourned at 3:50 p.m.



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NOTICE OF A PUBLIC MEETING
OF THE PRIVATE INDUSTRY COUNCIL OF S.F.

DATE: Tuesday, September 12, 2000
TIME: 3:00 - 4:30 p.m.
LOCATION: PG & E Energy Center
851 Howard Street
Conference Center
San Francisco

AGENDA APPEARS ON REVERSE SIDE

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Donna Hall, Administrator
Sunshine Ordinance Task Force
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4683
415-554-7724
Fax: 415-554-5163
E-mail: donna_hall@ci.sf.ca.us

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OTHER ACCOMMODATIONS

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AGENDA

1. Adoption of an Agenda *
2. Public Testimony on Agenda Items
3. Adoption of Minutes for the Council's previous meetings: (Enclosed)
 - a. Minutes for May 9th *
 - b. Minutes for July 11th *
4. Staff Reports
 - a. Staff recommendations for funding of Year Five of HEC (Enclosed)*
 - b. Update on AB 926 contact and subcontract (Enclosed)*
 - c. Refugee issues (Enclosed)
 1. Refugee Committee recommendations for FFY 2000 RESS Set Aside*
 2. Refugee Committee recommendations for FFY 2000 Elderly Refugees*
 3. Refugee Committee recommendations for FFY 2000 RESS & TA formula funds*
 - d. H1-B Technical Skills Training Grant
 - e. The Summer 2000 Youth Programs (Say YES, W1A Titles I-B and I-D, etc.)**
 - f. First modification to San Francisco's strategic 5-year Workforce Investment Plan** *
 - g. ETPL Local Policies & Procedures (Enclosed)*
 - h. Resolution Of Intent to Proceed with Restructuring and Reorganization of Corporation and its Board**
 - i. Retirement Funding Plan (Enclosed)*
 - j. Move to 745 Franklin Street (Enclosed)
 - k. Audit report **
 - l. Resolution of Intent to Proceed with Staff Compensation Consideration**
5. President's Report *
6. Public Testimony on Non-Agenda Items
7. New items for next meeting
8. Adjournment *

* Council action may be required

** Further information to be sent under separate cover

Issued Friday, September 1, 2000

Copies of meeting materials may be obtained from and/or viewed at the PIC office at the address below.
For information contact Mary Fernandez at 415-431-8700 or mfernandez@picsf.org.



If you require special accommodation due to a disability, contact Roberta Fazande at least 72 hours in advance at 415-431-8700, TDD 800-735-2929 (CRS) or r.fazande@picsf.org.

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MEMORANDUM

TO: ALL COUNCIL MEMBERS
MAYOR WILLIE L. BROWN, JR.

DATE: SEPTEMBER 1, 2000

FROM: PAMELA S. CALLOWAY

SUBJECT: STAFF RECOMMENDATIONS FOR FUNDING OF YEAR FIVE
(OCTOBER 1, 2000 TO SEPTEMBER 30, 2001) OF THE HOMELESS
EMPLOYMENT COLLABORATIVE (HEC)

BACKGROUND:

On October 1, 1999 the HEC began its fourth year of program operations with eleven (11) subcontractors. The Year Four subcontractors, their experience managing employment programs for the homeless, the amounts of their Year Four subcontract and their projected annual service levels for Year Four are:

Subcontractor	Years Experience	Year Four Subcontract	Year Four Service Goal
Arriba Juntos	4	\$125,688	56
Catholic Charities	2	\$ 22,500	30
Central City Hospitality House	4	\$ 65,213	25
Community Housing Partnership	4	\$ 96,480	75
Episcopal Community Services	4	\$134,791	75
Goodwill Industries, Inc.	4	\$ 40,635	21
Mission Hiring Hall/SOMEc	3	\$ 62,000	24
Northern California Service League	4	\$ 73,500	70
San Francisco Vocational Services	4	\$ 28,530	15
Swords To Plowshares	4	\$ 73,125	40
Toolworks, Inc.	4	\$ 42,000	15

Attached is the HEC's Year Four program performance for the first ten months of the program year (October 1, 1999 to July 31, 2000). HEC subcontractors were notified in April that their program's performance as of July 31, 2000 would be evaluated to determine the funding levels for Year Five subcontracts.

PERFORMANCE DATA:

As a collaborative the HEC has achieved 90% of its planned outcomes for the ten-month period ending July 31, 2000. A summary of the achievements of individual subcontractors regarding actual versus planned outcomes for that period is as follows:

Northern California Service League -----	124%
Arriba Juntos-----	105%
Mission Hiring Hall/SOMEC -----	103%
Goodwill Industries, Inc.-----	100%
Toolworks, Inc.-----	88%
Episcopal Community Services-----	84%
San Francisco Vocational Service-----	80%
Swords to Plowshares-----	74%
Community Housing Partnership-----	70%
Central City Hospitality House-----	69%
Catholic Charities-----	59%

The Attachment delineates the specifics of the subcontractors' Year Four programs performance.

RECOMMENDATIONS:

For those agencies who have met or exceeded their July 31, 2000 contract goals, *achieved 100% or more of their ten month planned outcomes, the PIC staff recommends that unspent Year Four funds as of September 30, 2000 be distributed equitably to those agencies who are willing to increase their annual service level for Year Five.* Those agencies are Arriba Juntos, Goodwill Industries, Inc. Mission Hiring Hall/SOMEC and Northern California Service League. The projected amount of unspent funds is \$50,000 The unspent funds are the result of one subcontractor, the Center for Employment Training, closing its office in San Francisco at the beginning of the contract year and another subcontractor, Central City Hospitality House, reducing its contract funds in April, 2000.

For those agencies who have achieved less than 100% of their planned outcomes but have achieved a minimum of 75%, **the PIC staff recommends that for Year Five they receive the same amount of funds with the same service level as Year Four**. Those agencies are Episcopal Community Services, San Francisco Vocational Services and Toolworks, Inc.

For those agencies who have achieved less than 75% of their planned outcomes, **the PIC staff recommends that for Year Five they receive the same amount of funds as Year Four but that during contract negotiations they adjust their respective program designs to better assist the Collaborative to meet its annual goals**. Those agencies are Catholic Charities, Central City Hospitality House, Community Housing Partnership and Swords to Plowshares.

Attachment

cc: George Smith, Mayor's Office on Homelessness
HEC Subcontractors
PIC Staff

**HEC YEAR FOUR PROGRAM PERFORMANCE
FOR PERIOD OCTOBER 1, 1999 TO JULY 31, 2000**

SUBCONTRACTOR	ENROLLMENTS			PLACEMENTS			OTHER POSITIVE TERMS.			TOTAL OUTCOMES	
	Actual	Plan	% of Plan	Actual	Plan	% of Plan	Actual	Plan	% of Plan	Actual	% of Plan
Arriba Juntos	64	56	114%	16	24	67%	11	7	157%	91	87
Catholic Charities	14	23	61%	6	12	50%	2	2	100%	22	37
Central City Hospitality House	18	19	95%	0	8	0%	4	5	80%	22	32
Community Housing Partnership	53	68	78%	21	36	58%	6	11	55%	80	115
Episcopal Community Services	67	75	89%	9	0	N/A	17	36	47%	93	111
Goodwill Industries, Inc.	20	19	105%	3	4	75%	0	0	N/A	23	23
Mission Hiring Hall/SOME/C	21	20	105%	12	11	109%	2	3	67%	35	34
Northern California Service League	75	70	107%	54	32	169%	9	9	100%	138	111
San Francisco Vocational Services	10	15	67%	5	3	167%	1	2	50%	16	20
Swords to Plowshares	19	30	63%	16	17	94%	0	0	N/A	35	47
Toolworks, Inc.	15	15	100%	6	9	67%	1	1	100%	22	25
Totals	376	410	92%	148	156	95%	53	76	70%	577	642
											90%

Note: Other positive terminations are positive outcomes other than placements such as enrollment in a more advanced training program.





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MEMORANDUM

TO: PAMELA CALLOWAY

DATE: AUGUST 29, 2000

FROM: JIM KENNEDY

dk

SUBJECT: UPDATE ON AB 926

I am still in the process of discussing with State EDD what we need to provide for them to execute the contract.

Have met with Wes and Adrian. Need to discuss with Ray the legality of the procurement process. Fiscal matters, budgets and invoices are in place. Data collection still in development.

Have not yet approached Florence Crittenton Services, until the State answers some technical program questions I have.

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MEMORANDUM

TO: PRIVATE INDUSTRY COUNCIL MEMBERS **DATE:** JULY 26, 2000
HONORABLE MAYOR WILLIE L. BROWN, JR.

FROM: JACK FITZPATRICK, REFUGEE COMMITTEE CHAIRMAN *KSA for JF*

SUBJECT: REFUGEE COMMITTEE RECOMMENDATIONS FOR FFY 2000
REFUGEE EMPLOYMENT SOCIAL SERVICES (RESS) SET ASIDE
FUNDS

The Mayor and Private Industry Council (PIC) are asked to approve an expenditure plan and County Plan goals for Federal Fiscal Year (FFY) 2000 Refugee Employment Social Services (RESS) Set Aside funds.

Background

The PIC is currently augmenting the Refugee Community Health Outreach Program (RCHOP), run by the Newcomers Health Program (NHP) of the San Francisco Department of Public Health and International Institute of San Francisco (IISF), with funds that the federal Office of Refugee Resettlement (ORR) set aside for health outreach activities. RCHOP's goal is to provide the support necessary to enroll Bosnian refugees in low income health programs.

A semi-annual FFY 1999 review of the program was reported at the May 9, 2000 PIC meeting. That review showed that the program was meeting all but one of its goals [number of referrals to the Women, Infants, and Children's (WIC) program].

On June 15, 2000, Staff received preliminary RESS funding allocations from the RPB. San Francisco's RESS Set Aside amount is \$25,170: \$21,394 for program services and \$3,776 for PIC administration.

On July 26, 2000, a quorum of the Refugee Committee met to review Staff recommendations and hear public testimony.

Recommendations

- A. The Refugee Committee recommends continued funding for the Refugee Community Health Outreach Program with the available RESS Set Aside funds.**
- B. The Refugee Committee also recommends the following goals for the RESS Set Aside funds as part of the Refugee County Plan:**

1. Provide information and referral services to at least 300 Bosnian refugees on public health and social service programs, including WIC and Healthy Families.
2. Refer 100% of Bosnian children under five years old and eligible Bosnian women seen at the Refugee Medical Clinic to WIC.
3. Provide follow-up services and enrollment assistance to 100% of Bosnians referred to WIC, and provide on-going interpretation services to non English-speaking Bosnian WIC clients.
4. Assist 100% of eligible and interested Bosnian refugees in the enrollment process for Healthy Families.
5. Translate, typeset and produce master copy of a healthy eating brochure for Bosnian WIC clients. Coordinate its distribution to 3-5 agencies that serve Bosnian refugees.
6. Provide interpretation and follow-up services for all Public Health Nurse visits to Bosnian perinatal patients.

cc: Refugee Committee
Refugee Subcontractors
Jay Nelson, CDSS/RPB
PIC Staff

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MEMORANDUM

TO: PRIVATE INDUSTRY COUNCIL MEMBERS DATE: JULY 26, 2000
HONORABLE MAYOR WILLIE L. BROWN, JR.

FROM: JACK FITZPATRICK, REFUGEE COMMITTEE CHAIRMAN *KJF for JF*

SUBJECT: REFUGEE COMMITTEE RECOMMENDATIONS FOR FFY 2000
DISCRETIONARY GRANT FUNDS FOR SERVICES TO ELDERLY
REFUGEES

The Mayor and Private Industry Council (PIC) are asked to approve an expenditure plan and County Plan goals for Federal Fiscal Year (FFY) 2000 Discretionary Grant Funds for Services to Older Refugees.

Background

On March 10, 2000, PIC staff received notice from the California Department of Social Services' Refugee Programs' Branch (RPB) that the federal Office of Refugee Resettlement (ORR) had announced availability of FFY 2000 discretionary funding for the continuation of elderly refugee grant projects. The funding is available on a non-competitive basis to continue projects that were awarded funding in FFY 1999. The State required counties to submit requested information for the continuation application by March 29, 2000; this PIC did.

A semi-annual FFY 1999 review of the discretionary grant-funded San Francisco Senior Refugee Collaborative, comprised of Jewish Family & Children's Services (JFCS), International Institute of San Francisco (IISF), and Richmond Area Multi-Services (RAMS) was reported at the May 9, 2000 PIC meeting. That review showed that the Collaborative was meeting or exceeding all but one of its goals (Escort & Transportation).

On July 5, 2000, Staff received official notification from the RPB of San Francisco's discretionary grant amount, which is the same as in FFY 1999: \$210,999 (\$200,449 for program services and \$10,550 for PIC administration).

On July 26, 2000, a quorum of the Refugee Committee met to review Staff recommendations and hear public testimony.

Recommendations

1. The Refugee Committee recommends continued funding for the San Francisco Senior Refugee Collaborative with the available discretionary funds.

2. The Refugee Committee also recommends the following goals for the discretionary funds as part of the Refugee County Plan. These goals are the same as in FFY 1999, with the exception of the Health & Nutrition Education and Promotion goal, which is twice the FFY 1999 goal, due to the interest older refugees have shown in obtaining health education information.

ACTIVITY	CO. GOAL
OUTREACH/ INFORMATION & REFERRAL	2100
CASE MANAGEMENT	108
COMMUNITY CENTER-BASED ADULT PROGRAMS	137
HEALTH & NUTRITION EDUCATION & PROMOTION	1430
ESCORT & TRANSPORTATION	150
LEGAL SERVICES/NATURALIZATION	252
INTERPRETATION AND TRANSLATION SERVICES	284
CRISIS INTERVENTION/MENTAL HEALTH SERVICES	64
VOLUNTEER-BASED IN-HOME ASSISTANCE	71

cc: Refugee Committee
 Refugee Subcontractors
 Jay Nelson, CDSS/RPB
 PIC Staff



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TO: PRIVATE INDUSTRY COUNCIL MEMBERS DATE: JULY 26, 2000
HONORABLE MAYOR WILLIE L. BROWN, JR.

FROM: JACK FITZPATRICK, REFUGEE COMMITTEE CHAIRMAN *Kelt for SF*

SUBJECT: REFUGEE COMMITTEE RECOMMENDATIONS FOR FFY 2000
REFUGEE EMPLOYMENT SOCIAL SERVICES (RESS) AND
TARGETED ASSISTANCE (TA) FORMULA FUNDS

The Mayor and Private Industry Council (PIC) are asked to approve County Plan goals and an expenditure plan for Federal Fiscal Year (FFY) 2000 Refugee Employment Social Services (RESS) and Targeted Assistance (TA) formula funds.

Funding

In June, Staff received notification of preliminary TA and RESS formula funds. The table below shows the FFY 2000 preliminary funding and the FFY 1999 preliminary and final allocations.

	1999 Preliminary	1999 Final	2000 Preliminary
TA	\$869,075	\$868,405	\$714,780
RESS	\$300,937	\$410,041	\$193,354
TOTAL	\$1,170,012	\$1,278,446	\$908,134

County Plan Goals

At the May 9, 2000 PIC meeting, the PIC approved the Committee recommendation to make no substantial changes to the refugee program design or County Plan. The goals, however, need to be revised to reflect the preliminary funding.

The following table contains proposed FFY 2000 goals and the State-approved FFY 1999 goals. The proposed FFY 2000 enrollment goal of 278 matches the service level proposed by the agencies recommended for funding. The remaining goals are estimates based upon historical data about those whom we have served and their outcomes. The Committee recommends raising our goals in three areas:

- Entered Employment (raise from 55% to 57%)
- Average wage (from \$8.00 to \$8.50)
- Entered Employment with Health Benefits Rate (raise from 50% to 75%)

	FFY 1999	FFY 2000
Caseload	380	278
Employment Entry Rate	55%	57%
Cash Assistance Termination Rate	60%	60%
Cash Assistance Reduction Rate	40%	40%
Average Hourly Wage	\$8.00	\$8.50
Employment Retention Rate (90 days)	75%	75%
Entered Employment with Health Benefits Rate	50%	75%

The County Plan and goals will be revised when Staff receives final notices of funding and when Staff is able to determine the amount of carry-forward funds. Additional recommendations will be made to the PIG-at that time.

Target Population

The Refugee Committee recommends that the target population mirror the one and five-year arrival and service information from the Central Intake Point (Attachment 1).

Subcontractor Funding Recommendations

The FFY 2000 preliminary funds are 22% less [\$261,878 (\$222,596 for programs; \$39,282 for PIC Administration)] than the past fiscal year. Attachment 2 shows:

- the agencies and activities,
- total amount of funds requested by them,
- initial funding recommendations for the past year,
- current subcontractor funding, and
- Refugee Committee recommendations for program funding starting October 1, 2000.

Because of the substantial decrease in available funds, the Refugee Committee recommends funding decreases for most programs. Since fewer refugees can be served with the reduced funds, the Central Intake Point (CIP) costs should decrease proportionately, and that is reflected in a recommended 22% decrease for the International Rescue Committee (IRC). Supportive services (subsidized transportation and childcare, etc. for the clients) is recommended for a 23% reduction. Only two programs are being recommended for the same amount of funds initially received in FFY 1999:

- *International Institute's acculturation program.* It is exceeding its enrollment goal for the second year in a row; and
- *Jewish Vocational Service's (JVS) Office Technology and Communication (OTC) program.* It is currently exceeding its placement goal, and placed 72% of its enrollees last year.

In addition, staff is not recommending funding for two programs currently funded:

- Career Resources Development Center's (CRDC) Clerical/Medical program, and
- JVS's Certified Nursing Assistant (CNA) program. See *Program Performance* section below for details.

These recommendations are the result of analysis and synthesis of numerous factors. Significantly the foremost consideration is the needs of the refugees as evidenced by their enrollment in program activities. Also, program performance was considered, especially placement statistics. In considering decreases in funding, staff and the Committee were sensitive to the fact that small employment programs, such as Refugee Transitions (RT) and the African Immigrant and Refugee Resource Center (AIRRC) are at their minimum thresholds for viability. However, the Refugee Committee is recommending funding decreases for those programs because they did not meet their goals last year, and are not meeting their current goals.

Program Performance

A semi-annual program performance review through March 31, 2000 was discussed at your last PIC meeting on May 9th. The following is updated subcontractor performance through June 30, 2000:

Employment Services (ES)

Jewish Vocational Service's (JVS) programs still have the best enrollment and placement statistics at this time. The Catholic Charities' Refugee Employment Assistance Program (REAP) has the poorest performance statistics for enrollments and placements in the ES activity. Refugee Transitions' (RT) and the African Immigrant & Refugee Resource Center's (AIRRC) ES programs are at slightly more than half of their June goal for placements.

Individual Referral/On-the-Job Training (IR/OJT)

REAP's IR/OJT program is at 50% of its June placement goal. Most of its enrollees are still in training. Its statistics for last year are excellent (94% placement rate), and it has a waiting list for next year.

Vocational Training (VT)

Unlike the ES programs, which accept clients throughout the year, the VT programs have training cycles and all of the programs should have had all clients enrolled by March or April 2000, but none of them did. Two of the VT programs are focused on office training: Career Resources Development Center's (CRDC) Clerical/Medical program and JVS's Office Technology program. CRDC's program has struggled with enrollments since its third cycle last year and this has continued into this year. It does not have any referrals from the Department of Human Services, and is far behind in its placements, achieving only 19% of its June goal. JVS's program is still exceeding its placement goal.

JVS's Certified Nursing Assistant (CNA) program is still struggling to make enrollments. It did not have any enrollments until April, and still does not have the five planned. JVS's Computer-Assisted Drafting and Design (CAD) program also has not reached its enrollment goal; however, it is exceeding its placement goal at this time.

Acculturation/Social Adjustment Services (A/SAS)

International Institute's (IISF) acculturation program is still exceeding its enrollment goal, and Refugee Transitions' (RT) is still at only slightly more than half of its enrollment goal.

Attachments

cc: Refugee Committee
Refugee Proponents
Jay Nelson, CDSS/RPB
PIC Staff

TARGET POPULATION

Based on the most recent data for the past 12 months (June 1, 1999 through May 31, 2000 and 60 months (June 1, 1995 through May 31, 2000) gathered by the Central Intake Point (CIP), the following charts represent an estimate of the refugees who may be served in FFY 2000:

**Chart I
Country of Origin - 12 months**

Country of Origin	#	%
Former Soviet Union	181	73.28%
Bosnia/Eastern Europe	29	11.74%
China/Southeast Asia	18	7.29%
Africa	11	4.45%
Middle East	6	2.43%
Cuba/Central America	2	0.81%
Total	247	100.00%

**Chart II
Student Performance Level (SPL) by Age and Aid Type - 12 months**

SPL	RCA			TANF			OTHER			TOTAL
	16-21	22-49	50+	16-21	22-49	50+	16-21	22-49	50+	
0	2	8	9	0	6	0	0	0	0	25
1	0	0	5	0	1	0	0	0	1	7
2	0	5	8	0	5	1	0	1	1	21
3	2	6	4	0	6	1	1	7	4	31
4	2	1	1	0	10	1	2	9	3	29
5	1	3	1	0	15	1	1	18	4	44
6	1	2	2	0	14	0	4	19	3	45
7	3	3	0	0	2	0	1	26	4	39
No SPL	0	0	2	0	2	0	0	2	0	6
TOTAL	11	28	32	0	62	4	9	82	20	247

Charts III and IV provide the same information as Charts I and II respectively, but the time period is 60 months (June 1, 1995 through May 31, 2000).

Chart III
Country of Origin - 60 months

Country of Origin	#	%
Former Soviet Union	1,338	67.92%
Bosnia/Eastern Europe	272	13.81%
China/Southeast Asia	255	12.94%
Africa	20	1.02%
Middle East	42	2.13%
Cuba/Central America	43	2.18%
Total	1970	100.00%

Chart IV
SPL by Age and Aid Type - 60 months

SPL	RCA			TANF			OTHER			TOTAL
	16-21	22-49	50+	16-21	22-49	50+	16-21	22-49	50+	
0	39	167	221	4	137	16	0	4	5	593
1	14	49	74	0	27	2	1	4	2	173
2	17	83	100	3	29	4	2	6	8	252
3	23	89	54	0	31	4	1	20	11	233
4	17	44	33	0	49	2	5	18	12	180
5	12	46	11	0	59	2	4	28	18	180
6	20	36	12	1	59	2	5	41	12	188
7	13	13	3	0	17	1	3	33	7	90
No SPL	6	16	23	0	21	0	1	11	3	81
TOTAL	161	543	531	8	429	33	22	165	78	1,970

PRIVATE INDUSTRY COUNCIL REFUGEE COMMITTEE FFY 2000 PRELIMINARY FUNDING RECOMMENDATIONS

Proponent	Activity	Amount Requested	Initial FFY 1999 Funding	Current FFY 1999 Funding*	Initial FFY 2000 Recom. Funding	Recom. A Svc.	Recom. Plc.	Place Rate
International Rescue Committee	CIP	\$133,512	\$119,886	\$133,512	\$93,511	NA	NA	NA
Catholic Charities/REAP	ES	\$336,000	\$170,123	\$170,123	\$141,123	83	54	65%
	IR	\$15,000	\$22,500	\$45,000	\$19,500	13	10	77%
Refugee Transitions	A/SAS	\$27,637	\$23,712	\$23,712	\$19,500	NA	NA	NA
	ES	\$42,428	\$37,910	\$37,910	\$35,000	29	20	69%
African Imm. & Refugee Res. Center	ES	\$64,140	\$32,711	\$32,711	\$30,094	14	11	79%
International Institute of San Francisco	A/SAS	\$64,684	\$35,583	\$35,583	\$35,583	NA	NA	NA
Career Resources Development Center	VT	\$114,400	\$85,800	\$85,800	\$0	0	0	NA
Jewish Vocational Service	ES	\$331,647	\$212,453	\$212,453	\$195,335	98	64	65%
	VT-CAD	\$70,989	\$70,989	\$70,989	\$55,214	21	17	81%
	VT-CNAs	\$13,206	\$13,206	\$13,206	\$0	NA	NA	NA
	VT-OTC	\$88,469	\$58,980	\$88,469	\$58,980	20	16	80%
Subtotal		\$1,302,122	\$883,853	\$973,664	\$683,840	278	192	69%
IR Set Aside			\$80,657	\$155,657	\$65,000			
Transportation/Childcare			\$30,000	\$29,430	\$23,074			
Total			\$984,510	\$1,158,751	\$771,914			
PLC Administration			\$175,502	\$191,767	\$136,220			
Grand Total		\$1,170,012	\$1,350,518	\$908,134				

*Includes carry forward FFY 1998 funds.

CIP	Central Intake Point
A/SAS	Acculturation/Social Adjustment Services
ES	Employment Services
VT	Vocational Training
IR	Individual Referral/OJT





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MEMORANDUM

TO: PIC COUNCIL MEMBERS

DATE: SEPTEMBER 1, 2000

FROM: CATHY deCRISTOFARO *Cdc*

SUBJECT: ETPL PACKET FOR REVIEW AND COMMENT

As the PIC staff member currently assigned to coordinating activities relating the State's Eligible Training Provider List, I am submitting the attached packet for your review.

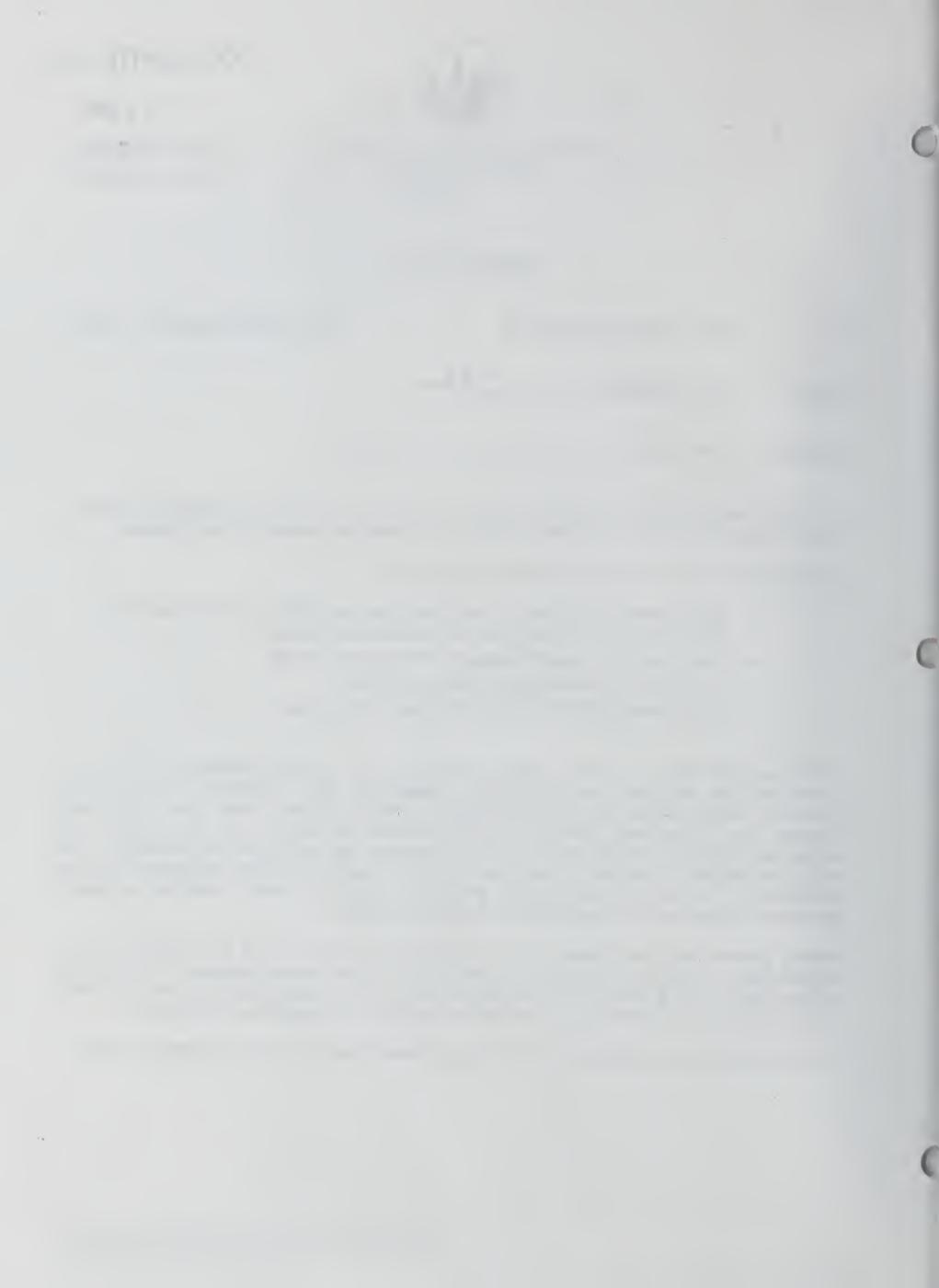
Here is a list of the documents included in the packet:

- Attachment A: Local Area Checklist (from the EDD draft directive dated May 22, 2000 to Local Workforce Investment Areas)
- Attachment B: Local Policies and Procedures (draft)
- Attachment C: Assurances Statement (draft)
- Attachment D: ETPL Training Program Application

EDD has provided us with guidelines to assist us in the development of local procedures for soliciting and approving applications from interested local training providers. Attachment A is a helpful checklist provided by the State. The draft Local Policies and Procedures (attachment B) provides information on both initial and subsequent eligibility criteria and our local procedures for submitting applications. The draft Assurances Statement (attachment C) is required from the approved training providers for achieving subsequent eligibility. Finally, I have included a blank application (attachment D), strictly for reference purposes.

Having researched this issue, I am reasonably confident that this will fulfill our responsibility to develop local policy for the ETPL. It is my recommendation is that you, as the interim policy body for the Local Workforce Investment Board, adopt the draft Local Policies and Procedures as well as the draft ETPL Assurances Statement.

Please feel free to contact me at the Private Industry Council, 415-431-8700, ext. 308.



Local Area Checklist

Activities Required to Determine Initial Eligibility of Providers/Programs for Listing on the Eligible Training Provider List

- Issue public notice to solicit applications from potentially eligible training providers/programs within the local workforce investment area.
- Develop and publish local application procedures for educational institutions eligible to receive funds under Title IV of the Higher Education Act (HEA) of 1965 and entities that carry out programs under the National Apprenticeship Act (NAA) and meet the requirements of Section 122 (a) (2) (A) of the Workforce Investment Act (WIA).
- Develop and publish local procedures and criteria for determining the initial eligibility of programs that apply for listing based on:
 - **Proven effectiveness:** explain how providers can demonstrate a program's effectiveness.
 - **Employer support:** explain how providers can demonstrate evidence of employer support.
 - **Industry authorized:** explain how providers can demonstrate that a program is authorized to provide industry-specific training.
- Develop a separate written agreement or include a statement in the "assurances" section of the Program Application form that requires all training providers:
 - To collect and provide data on all participants, including social security numbers, as required to maintain subsequent eligibility on the ETPL;
 - To maintain sufficient records to support all data submissions for the ETPL; and
 - To make these records available for monitoring or audit by either the Local Board or the State.
- Develop local procedures for accepting applications and determining initial eligibility of providers/programs. If the JTA system is not used to process applications and transmit data to EDD, complete programming required to comply with EDD file format requirements specified in Attachment 3.
- Develop written procedures for local appeal process in accordance with guidance presented in *Attachment 1A*.
- Review initial eligibility applications for completeness and begin determination process.

- Verify that provider/program meets at least one of the following initial eligibility criteria:
 - Accreditation by an institution recognized by the federal Department of Education.
 - Approval by the California Department of Education.
 - Approval by the Chancellor's Office of the CA Community Colleges.
 - Approval by Bureau for Private Postsecondary and Vocational Education (BPPVE).
 - Special registration of the program by BPPVE.
 - Demonstration of program effectiveness.
 - Demonstration of sufficient evidence of employer support for the program and willingness to hire its graduates.
 - Designation as an authorized training provider for industry-specific training.
- Validate one or more of the following initial data elements, as appropriate:
 - Proven Effectiveness (evaluate evidence of program effectiveness).
 - Employer Support (determine if sufficient employer support).
 - Industry Authorized (determine if program is industry authorized).
 - Listing on Other State's ETPL (may verify with other state).
 - Accessibility (may validate during site visit).
 - Total Program Cost (ensure information is complete).
 - Equipment (may validate during site visit).
 - Conduct BPPVE site visit (if necessary to expedite BPPVE approval process, contact "duty day person" at (916) 445-3427).
 - ADA Compliant (may validate during site visit).
- Verify any locally required data elements. Conduct site visit, if appropriate.
- Electronically transmit all eligible training provider/program application data to EDD using the JTA system or in a format that complies with file layout requirements specified in Attachment 3. (*EDD will compile the information into a single, statewide ETPL that will be disseminated to local areas via the JTA system within 30 days*).
- Electronically transmit any changes to EDD on administrative, provider or program data elements as they occur using the JTA system or in a format that complies with the file layout requirements specified in Attachment 3. (*EDD will accept changes to ETPL on any working day of the year*).
- Disseminate statewide ETPL to all local area One-Stop Centers and ensure that their customers have access to the most current ETPL on an on-going basis.

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Local Policies and Procedures

The Private Industry Council of San Francisco (PIC) is currently accepting applications from training providers for nomination to the State Eligible Training Provider List (ETPL). As of July 1, 2000, all California training providers must be on the ETPL in order to receive Workforce Investment Act (WIA) funds for training services provided to adults and dislocated workers. The State, in partnership with local Workforce Investment Boards, which oversee and direct local WIA activities, will develop and maintain the ETPL. This comprehensive database will be used to collect and share information on training providers, their services, and the quality of their programs. Only those training institutions (vocational schools, trade schools, etc.) that meet specified criteria and that appear on the list will be eligible to accept referrals of WIA funded students.

Training providers interested in applying for ETPL eligibility should complete and submit one (only) Service Provider Application and a separate Training Program Application for each unique training program to be listed on the ETPL. Specifically, the list identifies individual training programs rather than training institutions. It is possible that only a portion of an institution's available courses would be approved for the state list.

Training providers are eligible to apply if they meet at least one of the following criteria:

1. Providers who are eligible to receive funds under the Higher Education Act of 1965 and whose programs lead to an associate or baccalaureate degree or a certificate.
2. Providers that carry out programs under the Act of August 16, 1937 (National Apprenticeship Act).
3. Providers who meet at least one of the following:
 - a. Accreditation by an institution recognized by the federal Department of Education,
 - b. Approval by the California Department of Education,
 - c. Approval by the Chancellor's Office of the California Community Colleges,
 - d. Approval of the program by California Bureau for Private Postsecondary and Vocational Education,
 - e. Special Registration of the program by BPPVE,
 - f. Demonstration of sufficient evidence of program effectiveness*,
 - g. Demonstration of sufficient evidence of employer support for the program*,
 - h. Designation as an authorized training provider for industry-specific training*.

* = Criteria for the determination of program effectiveness, employer support and industry authorized training is described in the Initial Eligibility section.

In our role as the administrative staff for the San Francisco Local Workforce Investment Board (LWIB), the Private Industry Council recommends that training providers located within San Francisco County submit an application using the procedures outlined below. We also recommend that Training Providers located outside of San Francisco submit an application to their nearest LWIB for the geographic area of their principle place of business.

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Copies of the ETPL forms and the ETPL Forms Handbook may be obtained from the PIC. The forms and the handbook can also be downloaded from the following web site:

<http://www.calwia.org/documents.html>

For more information regarding the ETPL and WIA, please consult the following resources on the Internet:

From the State level:

California State's website:

<http://www.calwia.org/>

What is WIA?:

<http://www.edd.ca.gov/wiaind.htm>

From the Federal Level:

U.S. Workforce:

<http://usworkforce.org/resources/categories.htm>

Excerpts from the WIA Interim Final Rule that describe Eligible Training Providers:

<http://usworkforce.org/resources/stateplans/etp-finalrule.htm>

Initial Eligibility

To submit Eligible Training Provider List (ETPL) applications to the Private Industry Council, training providers (colleges, vocational training schools, etc.) should do the following:

1. Complete the applications, using the line item instructions provided in the ETPL Forms Handbook (referenced above.)
2. If your organization has indicated on the program application that the training program has proven effectiveness, industry support, and/or industry authorization, attach the following verifiable information to the program application:
 - **proven effectiveness – line item # 33**
Submit documentation providing evidence that the training program has been proven effective. Your supporting documentation will be reviewed and evaluated. Examples of evidence would include placement statistics, past performance records, program completion rates, etc.
 - **employer support – line item # 34**
Submit documentation that would support the claim that the training program is and will be supported by employers. Examples of documentation would include letters from employers stating that they have hired participants who have completed the training program with favorable results and would continue to do so in the future.

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- industry authorized – line item # 35

Submit supporting documentation verifying that the training curriculum complies with criteria determined by a specific industry provided by a representative of that industry.

3. For technical assistance, call Cathy deCristofaro at the PIC at (415) 431-8700, ext. 308

4. Deliver or mail one copy each of the ETPL Applications to:

Private Industry Council
ETPL
1650 Mission Street, Suite 300
San Francisco, CA 94103

If your application is approved by the PIC, it will be electronically forwarded to the California State Workforce Investment Board for final approval (the state is required to approve or disapprove within 30 days. Once approved, the training provider will be listed on the State's Eligible Training Provider List.

An on-site visit may be performed by PIC staff prior to application approval.

5. Once your training program appears on the state's WIA Eligible Training Provider List, the Private Industry Council will provide you with an *Assurances Statement* for your review and signature. Return it by mail to the PIC along with any other requested documentation.

Subsequent Eligibility

All programs that are initially listed on the ETPL must be determined, within 18 months of initial listing and annually thereafter, to be eligible to remain on the ETPL. Subsequent eligibility determination data will be required no later than December 31, 2001 for programs listed. The data would cover activities from initial listing through June 30, 2001 and include *seed data* on all students who exited a program during that period, whether they completed the program or quit for any reason. The Local Workforce Investment Board and training providers will collect and report *seed data* to the State. This is data on individuals that are used to help calculate performance measures for programs' subsequent eligibility for continued listing on the ETPL. The elements are reported by training providers for the non-WIA students in programs with those WIA participants. These elements for *seed data* include:

- Social Security number;
- Demographic information (age, ethnicity, etc.); and
- Whether the individual received a license, certificate degree, etc.

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The State will use *seed data* to access the quarterly wage records and will then calculate all of the performance measures required for subsequent eligibility.

Note that training providers will be asked to describe how they will collect and report the data necessary for subsequent eligibility determination.

Appeals Process

Appeals to Local Boards:

A provider wishing to appeal an unfavorable decision by the Local Board must submit an appeal to the Local Board within 30 days of the issuance of the denial notice. The appeal must be in writing and include a statement of the desire to appeal a denial decision, specification of the program in question, the reason(s) for the appeal (i.e. grounds), and the signature of the appropriate provider official.

The first step in the appeals process will be an informal meeting between the Local Board staff and the appealing provider.

The second step will be a hearing. The hearing officer shall be an impartial third party. The hearing officer shall provide written notice to the concerned parties of the date, time, and place of the hearing at least ten (10) calendar days before the scheduled hearing. Both parties shall have the opportunity to present oral and written testimony under oath; to call and question witnesses; to present oral and written arguments; to request documents relevant to the issues(s); and to be represented.

The Local Board must notify a provider of its final decision on an appeal within 60 days of receipt of the appeal. This period includes a hearing if requested by the provider.

Appeals to EDD (State):

This procedure applies only to an appeal by a training provider based on an EDD (State) denial of the provider's application for initial listing on the ETPL or the de-listing of a program already listed on the ETPL. In addition, a provider may appeal to EDD if it has exhausted the appeals process of a Local Board and is dissatisfied with the Local Board's final decision.

A provider wishing to appeal to EDD must submit an appeal request to EDD within 30 days from either the issuance of a denial notice or the provider's notification of a Local Board's final decision on an appeal. The request for appeal must be in writing and include a statement of the desire to appeal, specification of the program in question, the reason(s) for the appeal (i.e. grounds), and the signature of the appropriate provider official.

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EDD will promptly notify the appropriate Local Board when EDD receives a request for appeal. EDD will also notify the appropriate Local Board when EDD makes the final decision on an appeal.

EDD will administratively review an appeal, make a preliminary decision, and notify the provider. EDD can either uphold or reverse the appealed decision, or EDD can refer the appeal to the California Unemployment Insurance Appeals Board (CUIAB). EDD will also refer an appeal to the CUIAB if the provider requests a hearing in writing within 15 days of the issuance of EDD's preliminary decision. CUIAB will schedule a hearing with an administrative law judge whose decision will be issued within 60 days of the appeal being referred to the CUIAB or within 30 days of the closing of the record.

The administrative law judge shall provide written notice to the concerned parties of the date, time, and place of the hearing at least ten (10) calendar days before the scheduled hearing. Both parties shall have the opportunity to present oral and written testimony under oath; to call and question witnesses; to present oral and written arguments; to request documents relevant to the issues(s); and to be represented. The decision of the CUIAB administrative law judge is the final administrative decision.

General Conditions

Applicants must be willing to function as part of our local workforce investment system and agree to all program linkages, referral processes and data collection methods necessary to make such a system operational. The One Stop service delivery system, which includes both physical centers and electronic connectivity, is pivotal in unifying a variety of programs and services into a single customer-friendly system. Therefore, training providers must be willing to connect participant activities with the One Stop system, so that consumers can access the services offered through the system.

The PIC reserves the right to request additional information or documentation.

The PIC reserves the right to verify all information in the application.

Funded service providers shall be subject to all applicable federal, state, and local policies and regulations.

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ETPL Assurances Statement

As a the authorized representative for a training provider with programs listed on California's Eligible Training Providers List (ETPL), I hereby certify that:

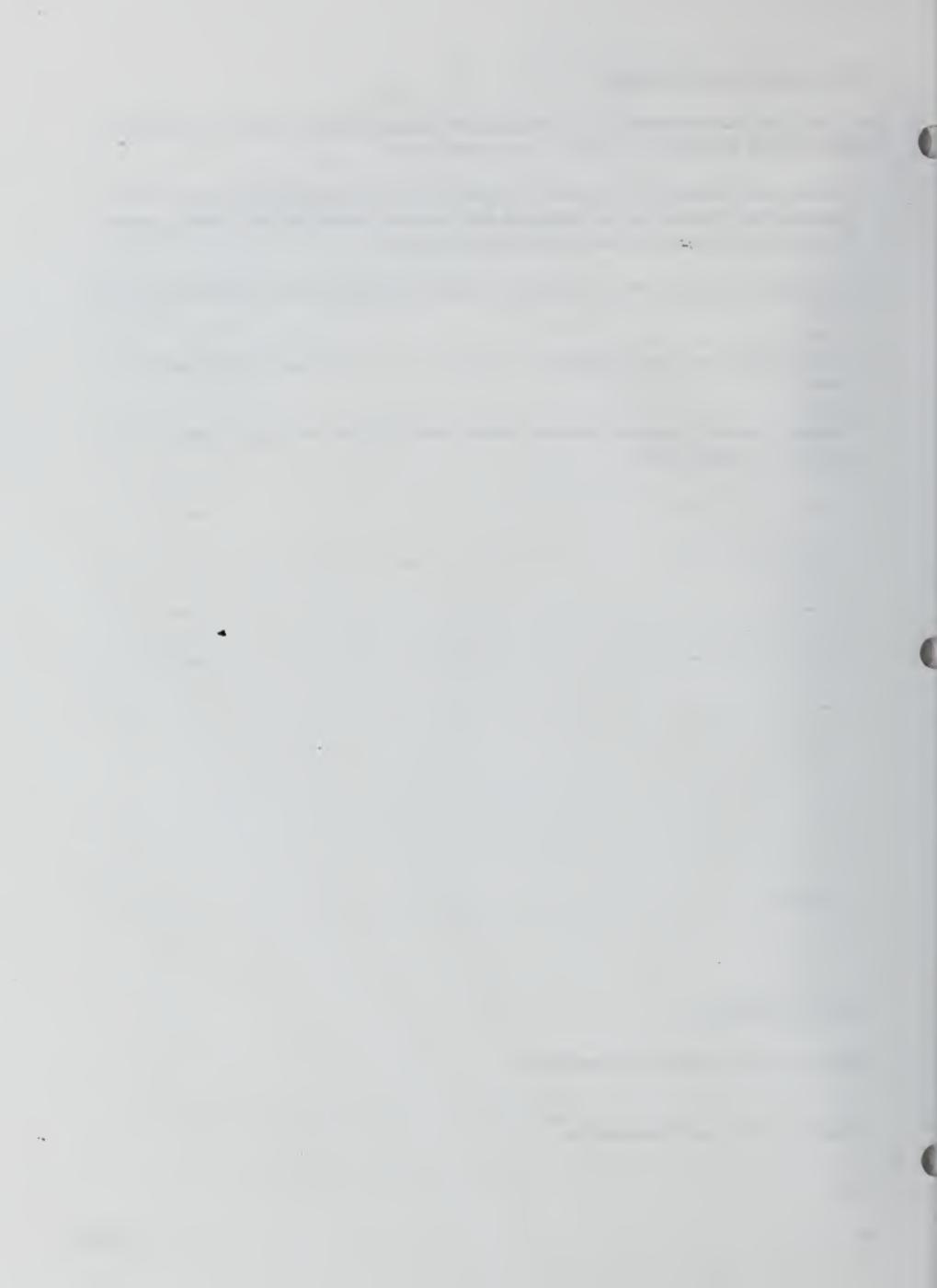
- We are aware of the current California State policy for "subsequent eligibility determination" requiring the submission of the individual data on every student enrolled in each program that the Private Industry Council has nominated to the list.
- We agree to maintain sufficient and current records to support all data submissions to the ETPL.
- We will make these records available for monitoring or audit by either the Local Board or the State.
- We have included a narrative statement (below) describing how our agency plans to collect and report the required data.

Name of Organization

Name and Title of Provider Representative

Signature of Provider Representative

Date





Employment
Development
Department

State of California

WORKFORCE INVESTMENT ACT TRAINING PROGRAM APPLICATION

01 Provider Code (FEIN)	For Internal Office Use Only
02 CIP Code	Program Code
	03 Subgrantee Code
	04 Agency Code
	05 Date Received by LWIB
	06 Local Program Code

Provider Name

07 Program Name	08 Program Description					
09 Training Site Address	City, State			10 Zip	11 County	
12 Listed on Other State's ETPL 1 Yes 2 No	13 ADA Compliant 1 Yes 2 No	14 Total Hours of Instruction	15 Credits	16 Non-Credit 1 Yes 2 No	17 Credit Time 1 Semester 2 Quarter	
Total Program Cost 18 Tuition \$_____ 19 Fees \$_____ 20 Expenses \$_____ TOTAL \$_____	21 Mode of Delivery 1 Stand-up 2 Internet 3 Correspondence 4 Broadcast 5 Computer Based Instruction	When Program is Offered 22 Days 1 Yes 2 No 23 Evenings 1 Yes 2 No 24 Weekends 1 Yes 2 No	25 Frequency of Offering 1 Weekly 2 Monthly 3 Quarter 4 Semester 5 Other	26 BPPVE Approval Status 1 Approved 2 Temporary Approval 3 Registered 9 Not Applicable	27 BPPVE Approval Expiration Date	
28 Other BPPVE Approved Programs 1 Yes 2 No	29 Registered Apprenticeship 1 Yes 2 No	30 Registered Date	Other List Criteria 31 CDE Approved 32 COCCC Approved 33 Proven Effectiveness 34 Employer Support 35 Industry Authorized	1 Yes 2 No 1 Yes 2 No 1 Yes 2 No 1 Yes 2 No 1 Yes 2 No		
36 Continuing Education Units (CEU)	37 CEU Granting Institution					
38 Resources Required 1 Yes 2 No	39 Program Goal 1 Skill Attainment 2 Certificate 3 Registration 4 License	5 Associate Degree 6 Baccalaureate Degree 7 Other	40 Credentialing Body	41 Projected Hourly Wage After Program Completion		
42 Prerequisites						
43 Skills Sets						

ETPL EPGA (Rev. 04/00)
(Internet)

WIA Training Program Application (continued)

44 Curriculum		45 Relevant Occupations (SOC/O'NET Code)	
Course Code	Course Title	Code	Title
		46 Relevant Occupation Recommendation	
		SOC/O'NET Category	Description
Accessibility		53 Target Audience	
47 On-Site Parking	1 Yes 2 No		
48 Public Transportation	1 Yes 2 No	54 Average Class Size	
49 Disabled Student Access	1 Yes 2 No		
50 Sign Language	1 Yes 2 No	55 Equipment To Be Used	
51 Other Languages	1 Yes 2 No		
52 Other	1 Yes 2 No		
Initial Performance Information			
56 Period Begin Date	57 Period End Date	58 Participant Universe	59 Average Hourly Wage at Placement
60 Program Completion Rate	61 Entered Employment Rate	62 Skill/Credential Attainment Rate	63 Retention Rate
<i>Assurance text will be supplied at a later date.</i>			
64 Printed Name of Provider Representative	65 Title	66 Date	
Signature			



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PRIVATE INDUSTRY COUNCIL
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MEMORANDUM

TO: ALL COUNCIL MEMBERS
Adean Tipton For
FROM: PAMELA S. CALLOWAY, PRESIDENT

DATE: SEPTEMBER 1, 2000

SUBJECT: PIC RETIREMENT PLAN

On or about November 15 each year, the PIC Board of Directors reviews the PIC's retirement plan rate of contribution to determine the contribution rate for the following plan year. The retirement contribution recommendation is presented at your September 12, 2000 meeting as this Board is not scheduled to meet again until November, and at that time (should) have been succeeded by a certified Workforce Investment Board.

I recommend that the PIC maintain the current 6% rate of contribution to the retirement plan. The PIC is able to support this cost with increased revenue of at least \$7,000,000 for Program Year 2000 - 2001 (48.5% more than the prior year).

Attached is the resolution necessary for the continuation of retirement contributions. Staff will be prepared to respond to your questions at the Board meeting.

Attachment

cc: PIC Staff





PRIVATE INDUSTRY COUNCIL
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BOARD RESOLUTION

WHEREAS, it is the desire of the Private Industry Council of San Francisco, Inc. (PIC) to continue to reward its employees for faithful service rendered by the adoption of a Tax Sheltered Annuity "TSA" plan under section 403(b) of the Internal Revenue Code (the "Code"), and

WHEREAS, it is believed that the continuation of the plan will encourage continuous employment and loyalty to the PIC, in the mutual interest of the employees and the PIC.

THEREFORE, IT IS RESOLVED: That the PIC does hereby continue the Tax Sheltered Annuity Plan from Delta Life and Annuity Company, and it is

FURTHER RESOLVED: That the Plan shall be effective for the Plan Year January 1, 2001 to December 31, 2001; and it is

FURTHER RESOLVED: That the rate of PIC's retirement contribution will be 6% for the period January 1, 2001 to December 31, 2001; and it is

FURTHER RESOLVED: That the Directors shall review the rate of PIC's retirement contribution annually, on or about November 15, to determine the rate of contribution for the following Plan year; and it is

FURTHER RESOLVED: That the President or any Vice President of the PIC be authorized and directed to execute any documents to adopt, amend, and restate the Private Industry Council of San Francisco Retirement Plan (the "Plan").

FURTHER RESOLVED: That the PIC Human Resources Manager be and hereby is designated as Administrator to formulate rules and procedures conforming to the plan document for administration and participation in such annuity contracts.

FURTHER RESOLVED: That the Board has reviewed and approved this resolution this 12th day of September, 2000.

Craig K. Martin, Chairman

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PRIVATE INDUSTRY COUNCIL
of San Francisco, Inc.

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NOTICE OF A PUBLIC MEETING
OF THE PRIVATE INDUSTRY COUNCIL OF S.F.

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DATE: Tuesday, September 12, 2000
TIME: 3:00 - 4:30 p.m.
LOCATION: PG & E Energy Center
851 Howard Street
Conference Center
San Francisco

REVISED AGENDA APPEARS ON REVERSE SIDE

KNOW YOUR RIGHTS UNDER THE SUNSHINE ORDINANCE
(Chapter 67 of the San Francisco Administrative Code)

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force.

To obtain a free copy of the City's Sunshine Ordinance or to report a suspected violation, contact:

Donna Hall, Administrator
Sunshine Ordinance Task Force
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4683
415-554-7724
Fax: 415-554-5163
E-mail: donna_hall@ci.sf.ca.us

Copies of the Sunshine Ordinance can be obtained at the San Francisco Public Library online at the City's Web site at www.ci.sf.ca.us/infoctr/sunshine/index.htm

OTHER ACCOMMODATIONS

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City accommodate these individuals.

REVISED DRAFT AGENDA
(Replaces Agenda issued September 1, 2000)

1. Adoption of an Agenda *
2. Public Testimony on Agenda Items
3. Adoption of Minutes for the Council's previous meetings: (previously mailed)
 - a. Minutes for May 9th *
 - b. Minutes for July 11th *
4. President's Report (enclosed)
5. Action Items
 - a. Staff recommendations for funding of Year Five of HEC (previously mailed)*
 - b. Transitional Youth Council pending issue: AB 926 contact and subcontract (previously mailed)*
 - c. Refugee Committee Report and Recommendations: (previously mailed)
 - (1) Refugee Committee recommendations for FFY 2000 RESS Set Aside*
 - (2) Refugee Committee recommendations for FFY 2000 Elderly Refugees*
 - (3) Refugee Committee recommendations for FFY 2000 RESS & TA formula funds*
 - d. Transition to Workforce Investment Act Recommendations:
 - (1) First modification to San Francisco's strategic 5-year Workforce Investment Plan** *
 - (2) Eligible Training Providers List (ETPL) - Local Policies & Procedures (previously mailed)*
 - (3) Resolution Of Intent to Proceed with Restructuring and Reorganization of Corporation and its Board (enclosed) *
 - (4) Retirement Funding Resolution (previously mailed)*
 - (5) Resolution of Intent to Proceed with Staff Compensation Consideration (enclosed) *
 - e. Audit report (enclosed) *
6. Public Testimony on Non-Agenda Items
7. New items for next meeting
8. Adjournment *

* Council action may be required

** Further information to be sent under separate cover

Issued Friday, September 8, 2000

Copies of meeting materials may be obtained from and/or viewed at the PIC office at the address below.
For information contact Mary Fernandez at 415-431-8700 or mfernandez@picsf.org.



If you require special accommodation due to a disability, contact Roberta Fazande at least 72 hours in advance at 415-431-8700,TDD 800-735-2929 (CRS) or rfazande@picsf.org.

See reverse side for information on your rights under San Francisco's Sunshine Ordinance.



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of San Francisco, Inc.

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Memorandum

TO: ALL COUNCIL MEMBERS **DATE:** SEPTEMBER 7, 2000
MAYOR WILLIE L. BROWN, JR.
[Handwritten signature over the Mayor's name]

FROM: PAMELA S. CALLOWAY

SUBJECT: REPORT OF THE PRESIDENT FOR COUNCIL MEETING ON
SEPTEMBER 12, 2000

I hope that each of you enjoyed a pleasant summer! Many staff members were able to take time for rejuvenation, and we have returned rested, energized and prepared to complete the transition with you from the Private Industry Council to the Local Workforce Investment Board for San Francisco.

The Agenda for your September 12 meeting covers three areas of responsibility:

1. **Routine** responsibilities such as approval of minutes and committee recommendations/reports;
2. **Transition** responsibilities as *Interim Policy Body for San Francisco* such as approval of procedures for the Eligible Training Providers List, and modifications to Five-Year Plan; and
3. **Transition** responsibilities as the *foundation* upon which the Local Workforce Investment Board (LWIB) will be built, such as the *Resolution of Intent to Proceed with Restructuring and Reorganization of Corporation and its Board, the Retirement Funding Resolution and the Resolution of Intent to Proceed with Staff Compensation Consideration*.

I have organized this Report to follow the above-described areas. Please note than there are **no action items in this Report**; this Report is purely informational. I will provide additional information about other staff activities at the September 12 meeting.

Summary:

- The Mayor will issue invitations for appointment to the Local Workforce Investment Board (LWIB) no later than September 15, 2000.
- Application for certification of the LWIB will be submitted to the Governor no later than October 1, 2000.
- The Articles and By-laws of the Private Industry Council, Inc. will be restated and amended to reflect the requirements of the Workforce Investment Act and Regulations. The name of the LWIB will probably **not** be PIC.

- Between the Council's September 12, 2000 meeting and the date of certification of the LWIB, the Board of Directors *may need* to convene to ensure a smooth transition.
- **SAVE THE DATE: OCTOBER 10 – 5:30 to 7:30 p.m.—On this date, we will celebrate and honor the more than twenty years of job training services provided in San Francisco by PIC at the Golden Gate Club, Presidio of San Francisco. Specifically, Councilmembers, Council Chairs and Past Presidents of PIC will be recognized.**

1. Routine responsibilities

- a. **Audit Report**—The biennial Audited Financial Statements of the Private Industry Council, Inc. must be submitted to the State Audit and Evaluation Division of the Employment Development Department (EDD) by September 18, 2000. A draft report from our accountants, Izabeal, Bernaciak & Company, is enclosed with this transmittal. In the Management Report Section of this Audit, one adverse finding is cited: failure of PIC to follow its written procurement practices in the solicitation of a web site for the One Stop San Francisco System. At the September 12 meeting, Adrian Trujillo, PIC Controller, will present a report of the financial health of PIC as described in the Audited Financial Statements and I will discuss Management's Response to the Finding.
- b. **AB 926**—The \$125 thousand dollars provided by this State legislation are for a residential youth facility. The successful proponent must provide a private sector match of 100% of the funds (total grant with match: \$250 thousand). San Francisco did not solicit these funds from the State; rather the State identified San Francisco as one of five counties in California to receive these funds. The Transitional Youth Council stated in the Youth Service Request for Proposal that “..other funds yet to be determined may also be available”¹ to fund proposals. Florence Crittenton Services was the only respondent to that RFP that meets the State criteria for AB 926 funds. PIC Staff will proceed to negotiate a contract with Florence Crittenton Services for AB 926 funds.
- c. **Refugee Committee Report and Recommendations**—The reports and recommendations from the Refugee Committee were sent to you on September 1, 2000.

2. Transition responsibilities as Interim Policy Body for San Francisco

- a. **Modification to San Francisco's Five –Year Plan**—The State has imposed WIA performance measures on each Local Workforce Investment Area (LWIA). While such measures are described in the WIA as the product of negotiations between local areas and the State, our State (citing time constraints) agreed to measures with DoL and imposed those on local areas. Raymond Holland, Vice-President for Legal and Planning, will present a brief oral report of this and other changes to the Local Plan.

¹ RFP for WIA Youth Services Programs, dated May 4, 2000, pg. 2 of 8 IIB.

- b. **Policies and Procedures for Eligible Training Providers List**—The State and WIA require that local areas adopt policies and procedures for nominating programs and providers to the State ETPL. Staff recommendations for these procedures were sent to you on September 1, 2000.

3 Transition responsibilities for LWIB formation

- a. **Resolution of Intent to Restructure Corporation**—William Webster, of Webster & Anderson, has been retained to assist with the legal analysis and work necessary to complete the smoothest transition from PIC to LWIB. The method that ensures the most comprehensive and smoothest transition is to amend and restate the Articles and By-laws of PIC. If a “new” organization were formed, it would not have tax-exempt status (approval of tax-exempt status may take up to two years), and the provision of job training services would be disrupted. Mr. Webster is currently examining the grant and other contractual relationships of the PIC to ensure smooth transition to the reorganized and probably renamed organization. (Resolution is enclosed with this transmittal)
- b. **Retirement Funding**—Resolution and background memorandum were sent to you on September 1, 2000.
- c. **Resolution regarding Staff Compensation**—During the Council meeting on February 25, 2000, the Council authorized a 7.5% pay increase for all PIC staff. The Council also agreed to revisit the issue of additional compensation in the fourth quarter this year after receipt of a financial report of the available funds to finance salary increases. It is anticipated that the new LWIB will be certified before finalization of all information necessary to make a salary increase decision. Therefore, the enclosed Resolution urges the LWIB to consider staff compensation during the fourth quarter this year. (Resolution is enclosed with this transmittal)

I look forward to seeing you at the September 12 meeting. Please do not hesitate to contact me should you have any questions.

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RESOLUTION OF INTENT

OF THE PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO

AUTHORIZING AND APPROVING EFFORTS TO REORGANIZE AND

RESTRUCTURE MEMBERSHIP COMPOSITION, BOARD COMPOSITION

AND CERTAIN GOVERNING INSTRUMENTS CONSISTENT WITH THE

REQUIREMENTS OF THE FEDERAL WORKFORCE INVESTMENT ACT OF 1998

TO ENSURE CONTINUED PUBLIC FUNDING OF LOCAL

EMPLOYMENT, TRAINING AND HUMAN RESOURCES PROGRAMS

(Adopted September 12, 2000)

RECITALS

A. The federal Workforce Investment Act of 1998 (the "Act") provides the framework for a national workforce preparation and employment system and funds a number of employment and training programs in California and across the nation to provide services to job seekers and employers; its primary purpose is to increase the employment, retention, skills and earnings of participants.

B. Effective July 1, 2000, the Act, representing comprehensive reform legislation, superseded the Job Training Partnership Act, the 1982 federal law which created, directed and financed the nation's single largest employment and training program. The Act reforms Federal job training programs and creates a new, comprehensive workforce investment system and delivery mechanism. Regulations implementing and governing the Act have been promulgated by the Department of Labor, Employment and Training Administration, and are located at 20 CFR Parts 660-671 (the "Regulations").

C. In California, under the Act services on the local level are governed by a Local Workforce Investment Board (the "LWIB") in partnership with the local jurisdiction's Local Elected Official (the "LEO" which, in San Francisco, is the Mayor) and are delivered to local participants through the so-called "One Stop Delivery System" via One Stop Centers administered by One Stop Operators and Partners which provide a full spectrum of employment, training, education, referral, information and other services.

D. The Private Industry Council of San Francisco (the "Council") was designated by Governor Gray Davis, on March 15, 2000, to serve as the "Interim Policy Body" for the planning and implementation of the Act's programs in the City and County of San Francisco (the "City"). Effective March 16, 2000, the Council entered into a San Francisco Master Partnership Agreement (the "MPA") with Mayor Willie Brown, in his capacity as the LEO, as contemplated under the Regulations. The MPA provides, among other things, that The Private Industry Council of San Francisco, Inc., a nonprofit, tax-exempt corporation (the "PIC, Inc.") controlled by the Council, is designated as the Grantee and Subgrantee, as the alter ego for the "Interim Policy Body" and as the agent for the Master Partners, for all funds allocated under the Act. The MPA also stipulates that the PIC, Inc. is designated the "One Stop Operator" and Local Administrative Entity for administration of all funds allocated to the City under the Act.

E. As the Interim Policy Body, the Council is presently responsible for planning the

implementation of the Act in the City. As part of this planning process, the Council has determined that it must effect a transition and restructuring of its membership and governing board composition to reflect the requirements of the Act and the Regulations for eligible LWIBs. In addition, the Council must initiate steps to cause a reorganization and restructuring of the PIC, Inc. to qualify it as an appropriate One Stop Operator and Administrative Entity under the Act, the Regulations and the MPA.

F. It is the intent of this Resolution to authorize and approve, on behalf of the Council and the PIC, Inc., such steps as are necessary, desirable and appropriate to cause the restructuring and reorganization of these entities, including name changes, amendments to agreements and governing instruments (including without limitation articles of incorporation and bylaws), board recomposition and membership recomposition, to fully qualify the Council and the PIC, Inc., respectively, as properly constituted entities for the purposes for which they are to serve under the Act, the Regulations and the MPA.

NOW, THEREFORE, this Council, being duly constituted and acting as the duly appointed Interim Policy Body under the Regulations and the MPA, hereby **RESOLVES**:

SECTION 1. Recitals True and Correct. All of the recitals herein set forth are true and correct and this Council so finds and determines.

SECTION 2. Application For Certification as an LWIB Under the Act. This Council hereby (i) ratifies and approves the Mayor's efforts to qualify and apply for certification of the reorganized Council by the Governor of the State of California as the LWIB for the City under the Act for the purposes stated in the foregoing recitals; and (ii) authorizes and approves acceptance by the PIC, Inc., as the Grantee and Subgrantee, of the resulting grant assistance awarded under the Act for programmatic services in the City consistent with the purposes herein contemplated. The Chairperson and Vice Chairperson of the Council and the President of the PIC, Inc. are each hereby authorized, whether acting individually or in combination, to execute and deliver, in the name of and on behalf of the PIC, Inc., grant applications and collateral documentation, upon such final terms and conditions as shall be negotiated between the Officers of the PIC, Inc. and authorized representatives of the City and the state and federal governments or any other organizations with which the PIC, Inc. seeks to conduct business.

SECTION 3. Reorganization of the Council. The proposed Council reorganization plan submitted to this meeting is hereby approved in substantially the form discussed herein, with such changes therein and additions thereto as management of the Council shall approve following consultation with legal counsel to ensure compliance with California law, federal law (including without limitation the Act) and the Regulations. Without limiting the generality of the foregoing, the following measures are expressly authorized and approved for implementation:

- (a) A change of the Council's name to "Workforce Investment San Francisco" or other similar name reflecting the revised funding and regulatory environment and the Council's responsibilities as the City's LWIB.

- (b) An increase in the size of this Council from 30 to 49 members as a state certified LWIB, or such greater or lesser number as is subsequently determined to satisfy the requirements of the Act, the Regulations and the MPA, as they may be amended from time to time.
- (c) Following formal certification of the Council as the City's LWIB, replacement of existing members and appointment of new members to this Council at the discretion of the Mayor of San Francisco, in his capacity as the LEO, as contemplated under the Act and the Regulations; in furtherance thereof, the terms of office of all existing members of this Council shall be deemed to expire on the date of certification by the Governor of this Council as the City's LWIB.

The Chairperson and Vice Chairperson of the Council and the President of the PIC, Inc. are each hereby authorized, whether acting individually or in combination, to execute such measures and documents in the name and on behalf of the Council in such final legal form as may be appropriate.

SECTION 4. Reorganization of the PIC, Inc. The proposed transition of the PIC, Inc. to an LWIB, Inc. as discussed at this meeting is hereby approved in substantially the form submitted, with such changes therein and additions thereto as the President of the PIC, Inc. shall approve following consultation with legal counsel to ensure compliance with California law, federal law (including without limitation the Act) and the Regulations. Without limiting the generality of the foregoing, the following measures are expressly authorized and approved for implementation:

- (a) A change of the name of the PIC, Inc. to "Workforce Investment San Francisco Incorporated" or other similar name reflecting the revised funding and regulatory environment and responsibilities as the City's LWIB, One Stop Operator and Local Administitive Entity, as appropriate.
- (b) Establishment of the size of the Executive Committee of the Council and the Board of the LWIB, Inc. (formerly the PIC, Inc.) in such number as is determined to satisfy the requirements of the Act, the Regulations and the MPA, as they may be amended from time to time.
- (c) Following formal certification of the Council as the City's LWIB, for the initial one year term of office, replacement of existing members and appointment of new members to the Executive Committee of the Council and Board of the PIC, Inc. shall be at the discretion of the Mayor of San Francisco, in his capacity as the LEO, as contemplated under the Act and the Regulations; in furtherance thereof, the terms of office of all existing members of the Executive Committee of the Council and the Board of the PIC, Inc. shall be deemed to expire on the date of certification of the City's LWIB by the Governor.
- (d) Amendments and restatements of the articles of incorporation and bylaws of the PIC, Inc. to reflect certification as the City's LWIB, One Stop Operator and Local Administrative Entity, respectively, consistent with the foregoing revisions, the Act, the Regulations and

the MPA, and as may otherwise be appropriate for conformance and for "clean-up purposes." Specific amendments and restatements shall subsequently be presented to the Council and the Board for approval and adoption at the appropriate time or times.

The Chairperson or Vice Chairperson of the Board and the President of the PIC, Inc. are each hereby authorized, whether acting individually or in combination, to execute such measures and documents in the name and on behalf of the PIC, Inc. in such final legal form as may be appropriate. Further, such Officers are hereby directed, in consultation with legal counsel, to make such filings with taxing and other governmental authorities, and furnish notices to such persons and entities, as shall be necessary or appropriate under the circumstances of the transition and reorganization of the PIC, Inc., a California nonprofit, tax-exempt corporation.

SECTION 5. Further Actions Authorized. The Chairperson of the Council, the President and the other currently designated Officers of the Council and the PIC, Inc. are hereby respectively authorized and directed to perform any additional actions necessary or advisable to be performed, including the execution of any instruments, documents or certificates, for carrying out the provisions and intent of this Resolution.

SECTION 6. Effective Date. This Resolution shall be effective immediately upon its adoption.

THE FOREGOING RESOLUTION WAS DULY PASSED AND ADOPTED ON SEPTEMBER 12, 2000 BY THE COUNCIL ACTING AS SUCH AND IN ITS CAPACITY AS THE INTERIM POLICY BODY.

Craig K. Martin, Chairperson
PRIVATE INDUSTRY COUNCIL OF
SAN FRANCISCO

ATTEST:

Secretary
PRIVATE INDUSTRY COUNCIL
OF SAN FRANCISCO

**RESOLUTION OF RECOMMENDATION
OF THE PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO
TO URGE THE CERTIFIED LOCAL WORKFORCE INVESTMENT BOARD
OF SAN FRANCISCO TO CONSIDER STAFF COMPENSATION DURING THE
CALENDAR YEAR 2000**
(Adopted September 12, 2000)

RECITALS

- A. The Private Industry Council (PIC) of San Francisco considered the matter of increased compensation for the staff of Private Industry Council, Inc. at a duly noticed meeting on February 25, 2000.
- B. The Council considered "the growing gap in PIC staff salaries"¹, agreed that the Board of Directors of PIC, Inc. should be "proactive and systematic in its approach to salaries" including consideration of a "merit system for pay" and heard comments from Brenda Brown, Vice-President for Operations, that "she is losing staff due to the gap in PIC salaries".
- C. The Council, considered a report of availability of funds to support a salary increase from the PIC Controller, Adrian Trujillo, and authorized an increase of all PIC staff salaries by 7.5%.
- D. The Council further expressed a desire to again consider staff salary increases during the year 2000 following reconciliation of financial accounts and reports, and discussion of a systematic approach to salaries.
- E. The Private Industry Council has authorized, by Resolution on September 12, 2000, the reorganization and restructure of itself consistent with the requirements to the federal Workforce Investment Act of 1998, and therefore anticipates significant change in membership as a result of certification by the Governor of the Local Workforce Investment Board for San Francisco.

NOW, THEREFORE, this Council, hereby **RESOLVES:**

To urge the certified Local Workforce Investment Board to favorably consider increased compensation for the staff of the reorganized and restructured PIC, Inc. during calendar year 2000, pursuant to the availability of funds for increased compensation.

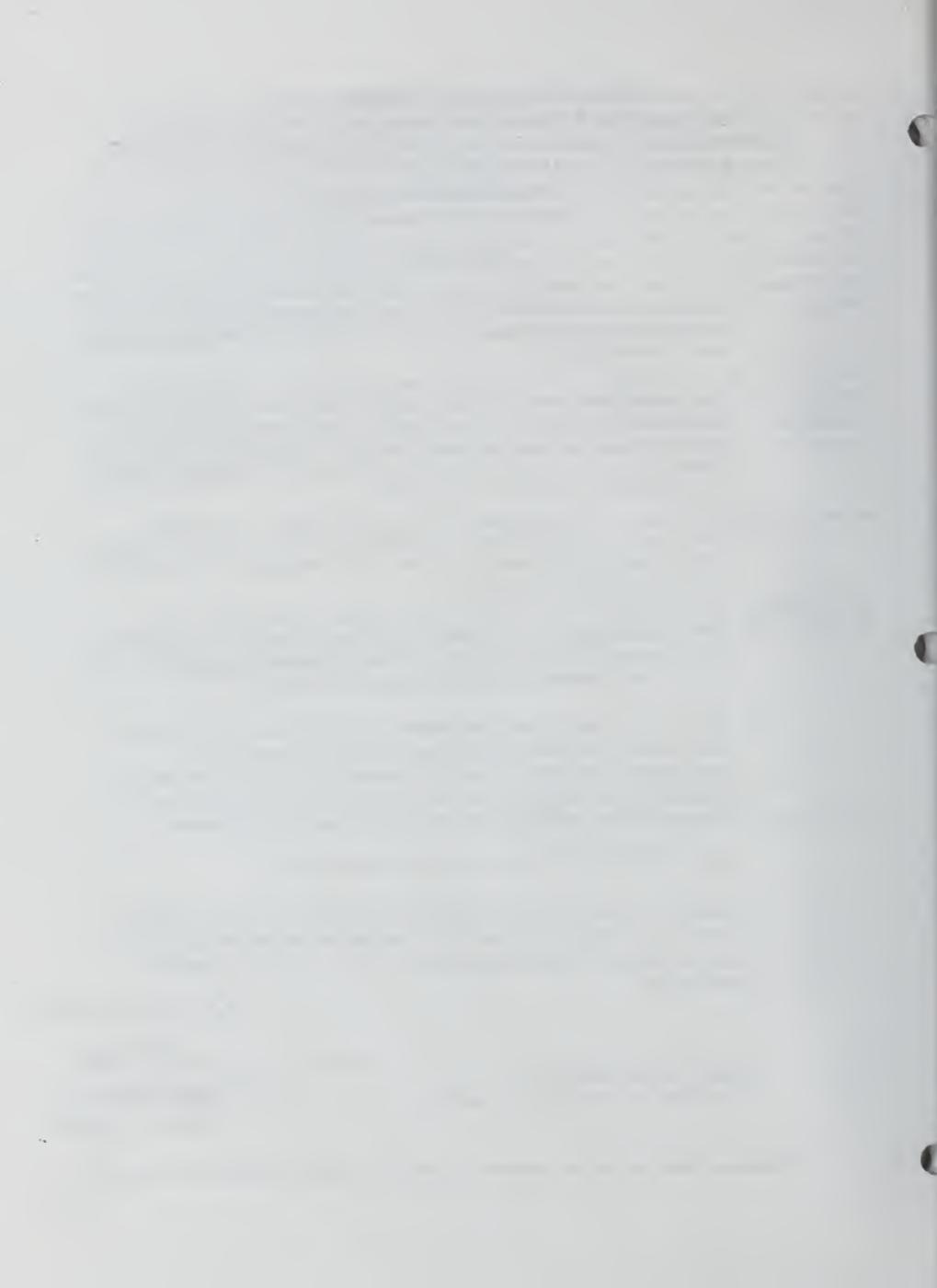
DOCUMENTS DEPT

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Craig K. Martin, Chairperson
Private Industry Council of San Francisco

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¹ All quotations in this Recital are from the approved minutes of the February 25, 2000 Council meeting.



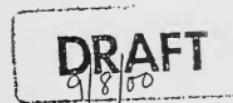
PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

**AUDITED FINANCIAL STATEMENTS
AND OMB CIRCULAR A-133 REPORTS**

DOCUMENTS DEPT

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FOR THE TWO YEAR PERIOD ENDED JUNE 30, 1999

**IZABAL, BERNACIAK & COMPANY
CERTIFIED PUBLIC ACCOUNTANTS**

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.
AUDITED FINANCIAL STATEMENTS
AND OMB CIRCULAR A-133 REPORTS
FOR THE TWO YEAR PERIOD ENDED JUNE 30, 1999

TABLE OF CONTENTS

	Page
Audited Financial Statements	
Independent Auditor's Report	1
Statement of Financial Position.....	2
Statement of Activities & Changes in Net Assets.....	3
Statement of Cash Flows	4
Notes to the Financial Statements.....	5-8
Independent Auditor's Report on Additional Information.....	9
Statement of Financial Position - Detailed	10
Statement of Activities & Changes in Net Assets - Detailed	11
Combining Statement of Financial Position	
All Grant Funds by Funding Agency	12
Combining Statement of Activities & Changes in Net Assets	
All Grant Funds by Funding Agency	13
Independent Auditor's Report on Schedule of Federal Awards	14
Schedule of Federal Financial Assistance	15-16
Schedule of State and Local Financial Assistance.....	17
Report on Compliance and on Internal Control	
Over Financial Reporting Based on an Audit of Financial Statements Performed in Accordance with <i>Government Auditing Standards</i>	18-19
Report on Compliance with Requirements Applicable to Each Major Program and Internal Control Over Compliance in Accordance with OMB Circular A-133	20-21
Schedule of Findings and Questioned Costs	22

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INDEPENDENT AUDITOR'S REPORT

Board of Directors
Private Industry Council
of San Francisco, Inc.
San Francisco, California

We have audited the accompanying statement of financial position of the Private Industry Council of San Francisco, Inc. as of June 30, 1999 and the related statements of activities, changes in net assets and cash flows for the two year period then ended. These financial statements are the responsibility of the Private Industry Council of San Francisco, Inc. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards, *Government Auditing Standards*, issued by the Comptroller of the United States, and Office of Management and Budget Circular A-133, *Audits of States, Local Governments and Nonprofit Organizations*. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Private Industry Council of San Francisco, Inc. as of June 30, 1999, and the results of its activity, changes in net assets and cash flows for the two year period then ended in conformity with generally accepted accounting principles.

San Francisco, California
September XX, 2000

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PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.
STATEMENT OF FINANCIAL POSITION
JUNE 30, 1999

ASSETS

Grants Receivable	\$ 2,502,087
Other Receivable	0
Due (To)/From Other Funds	0
Prepaid Expenses	0
Advances to Subcontractors	79,429
Equipment (Less accumulated depreciation of \$33,677)	<u>145,875</u>
Total Assets	<u>\$ 2,727,391</u>

LIABILITIES AND NET ASSETS

Liabilities

Overdraft	\$ 620,243
Accrued Liabilities	710,706
Deferred Revenue	904,633
Accrued Employee Leave Benefits	<u>109,563</u>
Total Liabilities	<u>2,345,145</u>

Net Assets - Unrestricted

Total Liabilities and Net Assets

382,246

\$ 2,727,391

**PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO
STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS
FOR THE TWO YEAR PERIOD ENDED JUNE 30, 1999**

REVENUE

Grant Revenue	\$ 28,510,333
Interest Income	0
Contributions	0
Miscellaneous	0
	<hr/>
Total Revenues	28,510,333

EXPENDITURES

Administration	5,850,962
Training	19,359,434
Participant Support Services	0
Training Related/Supported Services	2,129,563
Basic Readjustment	456,415
Retraining	104,451
Rapid Response	595,113
	<hr/>
Total Expenditures	28,495,938

**Excess (deficiency) of Revenues
over Expenditures**

14,395

Other Financing Sources (Uses):

Operating Transfers in	0
Operating Transfers Out	0
	<hr/>

Total Other Financing Sources (Uses)

0

**Excess of Revenues and Other Sources
Over Expenditures and Other Uses**

14,395

Net Assets at Beginning of Year

367,851

Net Assets at End of Year

\$ 382,246

See notes to financial statements

-3-

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PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.
STATEMENT OF CASH FLOWS
FOR THE TWO YEAR PERIOD ENDED JUNE 30, 1999

CASH FLOWS FROM OPERATING ACTIVITIES

Excess Revenue Over Expenditures	\$ 14,395
<i>Adjustments to reconcile excess of Revenue Over Expenditures Provided by Operations</i>	
Depreciation	57,908
<i>(Increase)/Decrease In:</i>	
Grants Receivable	(1,182,213)
Other Receivable	2,000
Prepaid Expenses	3,281
Advances to Subcontractors	51,125
Due from Other Funds	0
Deposits	0
<i>Increase/(Decrease) In:</i>	
Accrued Liabilities	(274,247)
Due to Other Governments	0
Deferred Revenue	746,158
Accrued Employee Leave Benefits	<u>(3,084)</u>
Net Cash Provided (Used) by Operating Activities	(584,677)

CASH FLOWS FROM INVESTING ACTIVITIES

Purchase of Equipment	<u>(154,606)</u>
Net Increase (Decrease) in Cash	(739,283)
Cash at June 30, 1997	<u>119,040</u>
Cash at June 30, 1999	<u>\$ (620,243)</u>

See notes to financial statements

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PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE TWO YEAR PERIOD ENDED JUNE 30, 1999

Note A: ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The Private Industry Council of San Francisco, Inc., is a California corporation and was organized pursuant to the General Non-Profit Corporation Law in August, 1979. The purpose of the Council is to promote and foster employment opportunities for the structurally disadvantaged members of the community.

Effective October 1, 1983, the Council was designated as the administrative entity for Job Training Partnership Act (JTPA) funds for the City and County of San Francisco. Additionally, the Council has been awarded Refugee Targeted Assistance funds and other grants to serve the local area.

Financial Statement Presentation

In 1997, Private Industry Council of San Francisco, Inc. adopted Statement of Financial Accounting Standards (SFAS) No. 117, *Financial Statements of Not-for-Profit Organizations*. Under SFAS No. 117, the Organization is required to report information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets. In addition, the Organization is required to present a statement of cash flows. As permitted by this new Statement, Private Industry Council of San Francisco, Inc. has continued its use of fund accounting and has, accordingly, reclassified its financial statements to present the three classes of net assets required.

Net Assets

The following is how the fund accounting groups are classified into the three asset categories.

- *Unrestricted net assets includes the operating fund, grants, board designated funds and the unrestricted land, buildings and equipment fund. These funds record the net assets over which the Board of Directors has discretionary control and which are used to carry out operations of the Organization in accordance with its bylaws.*
- *Temporarily restricted net assets includes resources currently available for use, but expendable only for those operating purposes specified by the donor. Resources of this fund originate from gifts, grants, bequests,*

emergency appeals and investment income earned on certain restricted endowment funds. The new asset value of those items of land, building or equipment which are temporarily restricted are also included in this asset category. Currently there are no temporarily restricted net assets.

- *Permanently restricted net assets includes the endowment funds and items of land, buildings or equipment which consist of gifts and bequests accepted with the donor stipulation that the principal or fixed asset item be restricted in perpetuity. Currently there are no permanently restricted net assets.*
- *Custodial funds are established to account for assets received by the Organization to be held or disbursed only on instructions of the person or agencies from whom they were received.*
- *Land, buildings and equipment funds are designated for equipment acquisitions, for recording the cost of the buildings and accumulated depreciation. The net asset value of those items which are temporarily or permanently restricted are included in the appropriate net asset category.*

Contributions

In 1997, the Organization adopted Statement of Financial Accounting Standards (SFAS) No. 116, Accounting for Contributions Received and Contributions Made. In accordance with SFAS No. 116, contributions received are recorded as unrestricted, temporarily restricted, or permanently restricted support, depending on the existence and/or nature of any donor restrictions. The implementation of SFAS No. 116 had no cumulative effect on net assets at the date of adoption.

Capitalization of Assets

Assets purchased with unrestricted grant funds are not depreciated but expensed when purchased. Assets purchased with other unrestricted funds are recorded at cost.

Statement of Cash Flows

For purposes of the statement of cash flows, the Organization considers all short term investments with an original maturity of three months or less to be cash equivalents.

Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosure. Accordingly, actual results could differ from those estimates.

Tax Status

Private Industry Council of San Francisco, Inc. has been determined by the Internal Revenue Service to be a 501(c)(3) exempt nonprofit organization. Accordingly, no provision for income taxes is included in the accompanying financial statements.

Employee Leave Benefits

Regular Council employees earn ten days vacation leave during the first three years of employment, fifteen days during the fourth year, and eighteen days during the fifth year and thereafter. Sick leave is earned at a rate of eight hours per month for all regular full-time employees. Employees can accumulate up to a maximum of 160 hours of vacation time but can only carry forward 120 hours. Employees can accumulate 1,040 hours sick time that can be carried forward. Upon termination, the Council is obligated to compensate employees for all earned, but unused vacation time only.

Note B: INSURANCE COVERAGE

The following is a summary of the limits of the Council's insurance coverage:

General Aggregate	\$2,000,000
Products Completed Operation Aggregate	1,000,000
Bodily Injury and Property Damage Liability	1,000,000
Personal and Advertising Injury	1,000,000
Fire Legal any one fire or explosion	50,000
Medical Payments per person	5,000
Automobile Liability	1,000,000
Business Personal Property	280,000
Directors & Officers Liability	1,000,000
Retention each loss	2,500
Fidelity Bond (per person)	250,000
Workers' Compensation	1,000,000

Note C: DEFERRED GRANT REVENUE

Deferred grant revenue represents the excess of grant receipts over grant expenditures. These amounts are payable to the grantor agency unless reprogrammed or the grant term was not completed as of June 30, 1999. Deferred grant revenue as of June 30, 1999 is as follows:

<u>Program</u>	<u>Amount</u>
Refugee	\$204,340
Calworks - General Fund	688,576
LMI	50
MOCD	11,667
Total Deferred Revenue	\$904,633

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Note D: EQUIPMENT

The depreciation of equipment is computed using the straight-line method over an estimated useful life of five (5) years. Equipment is stated at cost.

Note E: LEASE

The PIC entered into a lease with 1650 Mission Associates, L.P., a California limited partnership in September 1997 for 84 months. The annual lease payments are as follows:

	<u>Annual</u>
Year 1	\$153,403
Year 2	\$155,396
Year 3	\$162,036
Year 4	\$163,356
Year 5 & thereafter	\$148,559

Note F: RETIREMENT PLAN

The PIC administers the Private Industry Council of San Francisco, Inc. Retirement Plan (Plan). The Plan is a 403(b) defined contribution annuity plan that became effective on February 1, 1995. PIC employees become participants of the plan after they have completed two years of service and have attained age 21. The PIC contributes a certain percentage of the participant's salary to the Plan. For the two-year period July 1, 1997 - June 30, 1999 the PIC contributed 6% of the participant salary which amounted to \$160,284.

Note G: COMMITMENTS AND CONTINGENCIES

State and Federal Allowances, Awards, and Grants

The Agency has received state and federal funds for specific purposes that are subject to review and audit by the grantor agencies. Although such audits could generate expenditure disallowances under terms of the grants, it is believed that any required reimbursement will not be material.

Note H: CONCENTRATION OF CREDIT RISK ARISING FROM CASH DEPOSITS IN EXCESS OF INSURED LIMITS

Private Industry Council of San Francisco, Inc. maintains cash balances at various financial institutions. The balances are insured by the Federal Deposit Insurance Corporation up to \$100,000. At June 30, 1999 the Agency's uninsured cash balance totaled approximately \$33,401.

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**INDEPENDENT AUDITOR'S REPORT
ON ADDITIONAL INFORMATION**

Board of Directors
**Private Industry Council
of San Francisco, Inc.**
San Francisco, California

We have audited the financial statements of Private Industry Council of San Francisco, Inc. for the two year period ended June 30, 1999, and have issued our report thereon dated September XX, 2000 and is presented in the preceding section. That examination was made for the purpose of forming an opinion on the general purpose financial statements taken as a whole. The following schedules on pages 10 and 14 are presented for purposes of additional analysis and is not a required part of the general purpose financial statements. Such information has been subjected to the auditing procedures applied in the examination of the general purpose financial statements, and, in our opinion the information is fairly stated in all material respects in relation to the general purpose financial statements taken as a whole.

San Francisco, California
September XX, 2000

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PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.
STATEMENT OF FINANCIAL POSITION - DETAILED
JUNE 30, 1999

	Grant Funds	Supportive Services Fund	Vacation Fund	Administrative Cost Pool Fund	Donated Funds	Total (All Funds)
ASSETS						
Cash	\$ 457,941	\$ 26,534	\$ 113,401	\$ (1,445,614)	\$ 227,495	\$ (620,243)
Grants Receivable	2,502,087	0	0	0	0	2,502,087
Other Receivable	0	0	0	0	0	0
Due (To)/From Other Funds	(1,460,353)	34,545	(3,838)	1,437,654	(8,008)	0
Prepaid Expenses	0	0	0	0	0	0
Advances to Subcontractors	33,525	1,344	0	10,442	34,118	79,429
Equipment (Less accumulated depreciation of \$)	0	0	0	0	0	0
Total Assets	\$ 1,533,200	\$ 62,423	\$ 109,563	\$ 2,482	\$ 399,480	\$ 2,107,148
LIABILITIES AND NET ASSETS						
Liabilities	\$ 628,567	\$ 62,423	\$ 0	\$ 1,482	\$ 18,234	\$ 710,706
Accrued Liabilities	904,633	0	0	0	0	904,633
Deferred Revenue	0	0	109,563	0	0	109,563
Accrued Employee Leave Benefits	<u>1,533,200</u>	<u>62,423</u>	<u>109,563</u>	<u>1,482</u>	<u>18,234</u>	<u>1,724,902</u>
Total Liabilities	0	0	0	1,000	381,246	382,246
Net Assets	<u>\$ 1,533,200</u>	<u>\$ 62,423</u>	<u>\$ 109,563</u>	<u>\$ 2,482</u>	<u>\$ 399,480</u>	<u>\$ 2,107,148</u>
Total Liabilities and Net Assets						

See notes to financial statements

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PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO
STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS - DETAILED
FOR THE TWO YEAR PERIOD ENDED JUNE 30, 1999

	Grant Fund	Supportive Services Fund	Vacation Fund	Administrative Cost Pool Fund	Donated Funds	Total (All Funds)
REVENUE						
Grant Revenue	\$ 27,986,557	\$ 0	\$ 0	\$ 0	\$ 523,776	\$ 28,510,333
Interest Income	0	0	0	0	0	0
Contributions	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0
Total Revenues	27,986,557	0	0	0	523,776	28,510,333
EXPENDITURES						
Administration	5,341,581	0	0	0	509,381	5,850,962
Training	19,359,434	0	0	0	0	19,359,434
Participant Support Services	2,129,563	0	0	0	0	2,129,563
Training Related/Supported Services	456,415	0	0	0	0	456,415
Basic Readjustment	104,451	0	0	0	0	104,451
Retraining	595,113	0	0	0	0	595,113
Rapid Response						
Total Expenditures	27,986,557	0	0	0	509,381	28,495,938
Excess (deficiency) of Revenues over Expenditures	0	0	0	0	14,395	14,395
Other Financing Sources (Uses):						
Operating Transfers In	0	0	0	0	0	0
Operating Transfers Out	0	0	0	0	0	0
Total Other Financing Sources (Uses)	0	0	0	0	0	0
Excess of Revenues and Other Sources Over Expenditures and Other Uses	0	0	0	0	14,395	14,395
Net Assets at Beginning of Year	0	0	0	\$ 1,000	366,851	367,851
Net Assets at End of Year	0	\$ 0	\$ 0	\$ 1,000	\$ 381,246	\$ 382,246

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See notes to financial statements

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.
COMBINING STATEMENT OF FINANCIAL POSITION
ALL GRANT FUNDS BY FUNDING AGENCY
JUNE 30, 1999

	State of California			Other Govt. Grants:	
	JTPA	Dept of Soc. Svcs:		City & County of S.F., Employ. Dev. Dept., & Dept. of Labor	
		RESS, RTAP, MAA	Total		
ASSETS					
Cash	\$ (760,016)	\$ 373,705	\$ 844,252	\$ 457,941	
Grants Receivable	1,423,820	229,431	848,836	2,502,087	
Other Receivable	0	0	0	0	
Due (To)/ From Other Funds	(463,584)	(27,157)	(969,612)	(1,460,353)	
Prepaid Expenses	0	0	0	0	
Deposits	0	0	0	0	
Advances to Subcontractors	10,500	0	23,025	33,521	
Total Assets	\$ 210,720	\$ 575,979	\$ 746,501	\$ 1,533,200	
LIABILITIES AND NET ASSETS					
Liabilities					
Accrued Liabilities	\$ 210,720	\$ 371,639	\$ 46,208	\$ 628,561	
Deferred Revenue	0	204,340	700,293	904,633	
Total Liabilities	210,720	575,979	746,501	1,533,200	
Net Assets	0	0	0	0	
Total Liabilities and Net Assets	\$ 210,720	\$ 575,979	\$ 746,501	\$ 1,533,200	

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PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.
COMBINING STATEMENT OF ACTIVITIES & CHANGES IN NET ASSETS
ALL GRANT FUNDS BY FUNDING AGENCY
FOR THE TWO YEAR PERIOD ENDED JUNE 30, 1999

	State of California		ther Govt. Grants:	
	Dept of Soc. Svcs:		City & County of S.F.,	
	JTPA	RESS, RTAP, MAA	Employ. Dev. Dept.,	
REVENUES			& Dept. of Labor	
Grant Revenue	<u>\$ 17,547,607</u>	<u>\$ 3,812,272</u>	<u>\$ 6,626,678</u>	<u>\$ 27,986,557</u>
Total Revenues	<u>\$ 17,547,607</u>	<u>\$ 3,812,272</u>	<u>\$ 6,626,678</u>	<u>\$ 27,986,557</u>
EXPENDITURES				
Administration	\$ 3,150,918	\$ 499,763	\$ 1,690,900	\$ 5,341,581
Training	11,673,658	3,091,633	4,594,143	19,359,434
Participant Support Services	0	0	0	0
Training Related/Supportive Services	1,567,052	220,876	341,635	2,129,563
Basic Readjustment	456,415	0	0	456,415
Retraining	104,451	0	0	104,451
Rapid Response	595,113	0	0	595,113
Total Expenditures	<u>17,547,607</u>	<u>3,812,272</u>	<u>6,626,678</u>	<u>27,986,557</u>
Excess (deficiency) of Revenues Over Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Other Financing Sources (Uses):				
Operating Transfers Out	0	0	0	0
Excess (deficiency) of Revenues and Other Sources Over Expenditures and Other Uses	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Net Assets at Beginning of Year	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Net Assets at End of Year	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

See notes to the financial statements

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**INDEPENDENT AUDITOR'S REPORT ON
SCHEDULE OF FEDERAL AWARDS**

Board of Directors
Private Industry Council
of San Francisco, Inc.
San Francisco, California

We have audited the financial statements of Private Industry Council of San Francisco, Inc. (a nonprofit organization) for the two year period ended June 30, 1999, and have issued our report thereon dated September XX, 2000. These financial statements are the responsibility of Private Industry Council of San Francisco, Inc.'s management. Our responsibility is to express an opinion on these basic financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards, *Government Auditing Standards*, issued by the Comptroller General of the United States; and the provisions of the Office of Management and Budget Circular A-133, *Audits of States, Local Governments and Nonprofit Organizations*. Those standards and OMB Circular A-133 require that we plan and perform the audit to obtain reasonable assurance about whether the general purpose financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

Our audit was made for the purpose of forming an opinion on the basic financial statements of Private Industry Council of San Francisco, Inc. taken as a whole. The accompanying schedule of federal awards is presented for purposes of additional analysis and is not a required part of the basic financial statements. The information in that schedule has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly presented in all material respects in relation to the basic financial statements taken as a whole.

San Francisco, California
September XX, 2000

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PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO
SCHEDULE OF FEDERAL FINANCIAL ASSISTANCE
FOR THE TWO YEAR PERIOD ENDED JUNE 30, 1999

Program Name	Contract Number	Federal CFDA No.	Revenues	Expenditures
U. S. DEPARTMENT OF LABOR				
<i>Pass Through: State of California Employment Development Department</i>				
<i>Job Training Partnership Act</i>				
JTPA - Title IIA 77%	G700114	* 17.250	\$ 2,373,506	\$ 2,373,506
JTPA - Title IIC 82%	G700114	* 17.250	257,858	257,858
JTPA - Title IIA 5% Capacity Bldg	G700114	* 17.250	25,000	25,000
JTPA - Title IIA 5% Older Worker	G700114	* 17.250	315,681	315,681
JTPA - Title IIB SYETP	G700114	* 17.250	511,765	511,765
JTPA - Title III Rapid Response	G700184	17.246	250,000	250,000
JTPA - Title III 50%/10%	G700184	17.246	1,550,911	1,550,911
JTPA - Title III 40% Base Closure	G700184	17.246	100,000	100,000
JTPA - Title III TAT	G700184	17.246	1,901	1,901
Subtotal 17.250 & 17.246			5,386,622	5,386,622
JTPA - Title IIA 77%	G600035	* 17.250	2,666,744	2,666,744
JTPA - Title IIC 82%	G600035	* 17.250	604,743	604,743
JTPA - Title IIA 5% Capacity Bldg	G600035	* 17.250	22,930	22,930
JTPA - Title IIA 5% Older Worker	G600035	* 17.250	395,394	395,394
JTPA - Title IIA 5% Incentive	G600035	* 17.250	42,686	42,686
JTPA - Title IIB SYETP	G600035	* 17.250	2,356,011	2,356,011
JTPA - Title IIB SYETP-1996	G600035	* 17.250	423,377	423,377
JTPA - Title III 50%/10%	G600184	17.246	2,365,946	2,365,946
JTPA - Title III Rapid Response	G600184	17.246	250,000	250,000
JTPA - Title III 40% Base Closure	G600184	17.246	210,000	210,000
JTPA - Title III SALT	G600184	17.246	2,000	2,000
Subtotal 17.250 & 17.246			9,339,831	9,339,831
JTPA - Title IIA 77%	G500085	* 17.250	151,342	151,342
JTPA - Title IIA 82%	G500085	* 17.250	155,611	155,611
JTPA - Title II 5% Older Worker	G500085	* 17.250	57,918	57,918
JTPA - Title II 5% Incentive	G500085	* 17.250	189,919	189,919
JTPA - Title IIB SYETP	G500085	* 17.250	2,154,953	2,154,953
JTPA - Title III 50%/10%	G500184	17.246	33,042	33,042
JTPA - Title III 40% Presidio	G500184	17.246	38,028	38,028
JTPA - Title III LCF	G500184	17.246	9,301	9,301
Subtotal 17.250 & 17.246			2,790,114	2,790,114
JTPA - Title IIA 77%	G4000235	* 17.250	62,126	62,126
JTPA - Title IIC 82%	G4000235	* 17.250	37,584	37,584
JTPA - Title IIA 5% Older Worker	G4000235	* 17.250	11,959	11,959
JTPA - Title IIA 5% Incentive	G4000235	* 17.250	44,307	44,307
JTPA - Title IIB SYETP	G4000235	* 17.250	132,671	132,671
Subtotal 17.250			288,647	288,647
Total Department of Labor			17,805,214	17,805,214

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO
SCHEDULE OF FEDERAL FINANCIAL ASSISTANCE
FOR THE TWO YEAR PERIOD ENDED JUNE 30, 1999

Program Name	Contract Number	Federal CFDA No.	Revenues	Expenditures
* Major Program				
U. S. DEPARTMENT OF HEALTH AND HUMAN SERVICES				
<i>Passed through State of California Department of Social Services</i>				
<i>Refugee and Entrant Assistance</i>				
RESS	B33193	93.566	112,666	112,666
RESS	E35107	93.566	362,822	362,822
RESS	6009	93.566	326,079	326,079
RTAP	C34111	93.584	87,187	87,187
RTAP	E35114	93.584	284,521	284,521
RTAP	600008	93.584	400,365	400,365
TART	6018	93.576	52,788	52,788
Subtotal			1,626,428	1,626,428
U. S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT				
<i>Passed through City and County of San Francisco</i>				
HEC	N/A	14.235	522,115	522,115
Total Department of Health and Health Services			2,148,543	2,148,543
TOTAL FEDERAL ASSISTANCE			\$ 19,953,757	\$ 19,953,757

* Major Program

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PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO
SCHEDULE OF STATE AND LOCAL FINANCIAL ASSISTANCE
FOR THE TWO YEAR PERIOD ENDED JUNE 30, 1999

Program Name	Contract Number	Federal CFDA No.	Revenues	Expenditures
STATE OF CALIFORNIA				
JTPA - Title IIA 8%/GAIN-State Match	96-66-03422-N360	N/A	\$ 188,682	\$ 188,682
JTPA - Title IIA 8%/GAIN-State Match	94-66-03422-N360	N/A	8,174	8,174
JTPA - Title IIA 8%/GAIN-State Match	95-66-03422-N360	N/A	213,779	213,779
JTPA - Title IIA 8% RFA-AND	94-66-03770-N360	N/A	1,631	1,631
JTPA - Title IIA 8% RFA-AND	95-66-03770-N360	N/A	72,480	72,480
JTPA - Title IIA 8% RFA-AND	96-66-03422-N360	N/A	75,000	75,000
JTPA - Title IIA 8% RFA-SFUSD	94-66-03770-N360	N/A	8,896	8,896
JTPA - Title IIA 8% RFA-SFUSD	95-66-1-03770-N360	N/A	75,000	75,000
JTPA - Title IIA 8% RFA-SFUSD	96-66-2-03770-N360	N/A	47,412	47,412
JTPA - Title IIA 8% RFA-JVS	94-0090	N/A	403	403
JTPA - Title IIA 8% RFA-JVS	95-0012	N/A	73,453	73,453
JTPA - Title IIA 8% RFA-JVS	96-66-2-03770-N360	N/A	71,168	71,168
Subtotal			836,078	836,078
Employment Development Department				
Labor Market Information - #5	M500490		40,609	40,609
Labor Market Information - #6	M600670		54,981	54,981
Labor Market Information - #7	M700406		27,572	27,572
Subtotal			123,162	123,162
TOTAL STATE ASSISTANCE			\$ 959,240	\$ 959,240
CITY AND COUNTY OF SAN FRANCISCO				
Children's Fund	96000083		\$ 224,692	\$ 224,692
Children's Fund	97000093		223,781	223,781
Housing Authority Summer Youth Program			403,234	403,234
TOTAL CITY AND COUNTY OF SAN FRANCISCO			\$ 851,707	\$ 851,707

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**REPORT ON COMPLIANCE AND ON INTERNAL CONTROL
OVER FINANCIAL REPORTING BASED ON AN AUDIT OF
FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE
WITH GOVERNMENT AUDITING STANDARDS**

Board of Directors
Private Industry Council
of San Francisco, Inc.
San Francisco, California

We have audited the financial statements of Private Industry Council of San Francisco, Inc. as of and for the two year period ended June 30, 1999, and have issued our report thereon dated September XX, 2000. We conducted our audit in accordance with generally accepted auditing standards and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States.

Compliance

As part of obtaining reasonable assurance about whether Private Industry Council of San Francisco, Inc.'s financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grants, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance that are required to be reported under *Government Auditing Standards*.

Internal Control over Financial Reporting

In planning and performing our audit, we considered Private Industry Council of San Francisco, Inc.'s internal control over financial reporting in order to determine our auditing procedures for the purpose of expressing our opinion on the financial statements and not to provide assurance on the internal control over financial reporting. Our consideration of the internal control over financial reporting would not necessarily disclose all matters in the internal control over financial reporting that might be material weaknesses. A material weakness is a condition in which the design or operation of one or more of the internal control components does not reduce to a relatively low level the risk that misstatements in amounts that would

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be material in relation to the financial statements being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions. We noted no matters involving the internal control over financial reporting and its operation that we consider to be material weaknesses.

This report is intended for the information of the audit committee, management and federal awarding agencies and pass-through entities. However, this report is a matter of public record and its distribution is not limited.

San Francisco, California
September XX, 2000

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**REPORT ON COMPLIANCE WITH REQUIREMENTS
APPLICABLE TO EACH MAJOR PROGRAM AND
INTERNAL CONTROL OVER COMPLIANCE
IN ACCORDANCE WITH OMB CIRCULAR A-133**

Board of Directors
Private Industry Council
of San Francisco, Inc.
San Francisco, California

Compliance

We have audited the compliance of Private Industry Council of San Francisco, Inc. with the types of compliance requirements described in the *U. S. Office of Management and Budget (OMB) Circular A-133 Compliance Supplement* that are applicable to each of its major federal programs for the two year period ended June 30, 1999. Private Industry Council of San Francisco, Inc.'s major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs. Compliance with the requirements of laws, regulations, contracts and grants applicable to each of its major federal programs is the responsibility of Private Industry Council of San Francisco, Inc.'s management. Our responsibility is to express an opinion on Private Industry Council of San Francisco, Inc.'s compliance based on our audit.

We conducted our audit of compliance in accordance with generally accepted auditing standards; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*. Those standards and OMB Circular A-133 require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about Private Industry Council of San Francisco, Inc.'s compliance with those requirements and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion. Our audit does not provide a legal determination on Private Industry Council of San Francisco, Inc.'s compliance with those requirements.

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In our opinion, Private Industry Council of San Francisco, Inc. complied, in all material respects, with the requirements referred to above that are applicable to each of its major federal programs for the year ended June 30, 1999.

Internal Control over Compliance

The management of Private Industry Council of San Francisco, Inc. is responsible for establishing and maintaining effective internal control over compliance with requirements of laws, regulations, contracts and grants applicable to federal programs. In planning and performing our audit, we considered Private Industry Council of San Francisco, Inc.'s internal control over compliance with requirements that could have a direct and material effect on a major federal program in order to determine our auditing procedures for the purpose of expressing our opinion on compliance and to test and report on internal control over compliance in accordance with OMB Circular A-133.

Our consideration of the internal control over compliance would not necessarily disclose all matters in the internal control that might be material weaknesses. A material weakness is a condition in which the design or operation of one or more of the internal control components does not reduce to a relatively low level the risk that noncompliance with applicable requirements of laws, regulations, contracts and grants that would be material in relation to a major federal program being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions. We noted no matters involving the internal control over compliance and its operation that we consider to be material weaknesses.

This report is intended for the information of the audit committee, management and federal awarding agencies and pass-through entities. However, this report is a matter of public record and its distribution is not limited.

San Francisco, California
September XX, 2000

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PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
FOR THE TWO YEAR PERIOD ENDED JUNE 30, 1999

A. SUMMARY OF AUDITOR'S RESULTS	
1. Type of Financial Statement Report	UNQUALIFIED
2. Reportable Conditions in Internal Control Disclosed by Audit of Financial Statements	NONE
3. Noncompliance Disclosed by Audit Which Is Material to Financial Statements	NONE
4. Reportable Conditions in Internal Control over Major Programs Disclosed by Audit	NONE
5. Type of Compliance Report Major Programs	UNQUALIFIED
6. OMB A-133 Subpart E.510a Audit Finding Disclosed by Audit	NONE
7. Major Programs:	JTPA 17.250
8. Dollar Threshold for Type A Programs	\$598,614
9. Auditee Qualification	LOW RISK
B. Findings Relating to the Financial Statements Which Are Required to Be Reported in Accordance with GAGAS	NONE
C. Findings and Questioned Costs for Federal Awards Including Audit Findings Defined in OMB A-133 Subpart E.510a	Did not meet OMB reporting requirements due - 3/31/2000

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**PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
FOR THE TWO YEAR PERIOD ENDED JUNE 30, 1999**

Financial Statement Findings

Procurement Process

Finding 99-1

Criteria:

Office of Management and Budget Circular OMB A110 Section 43 requires the subgrantee to conduct its procurement in a manner that permits open and free competition.

Condition:

Per our review of the procurement process, Private Industry Council of San Francisco, Inc. did not have any documentation of a public notice being posted announcing the solicitation of proposals for the creation and maintenance of a web site for the One Stop San Francisco System.

Questioned Costs:

There are no questioned costs.

Effect:

Procurement process will not be conducted in a manner required by Office of Management and Budget Circular A110 and result in questioned costs.

Cause:

Agency did not follow its written procurement practices.

Recommendation:

We recommend that Private Industry Council of San Francisco, Inc. comply with procurement procedures outlined in their procurement manual to ensure that future procurements permit open and free competition and are adequately documented.

Management's Response:

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